

# BAYFIELD

## C O U N T Y

Department of Human Services

September 2020



*Luminary on Lake Superior: Courtesy of Jeremy Oswald*

# 2019 Annual

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# Bayfield County Department of Human Services

## 2019 ANNUAL REPORT

### FUNCTION

The mission of the Department of Human Services is to protect and improve the quality of life.

### MAIN RESPONSIBILITIES

The Department of Human Services is divided into four sections: Aging and Disability Services; Economic Support Services; Family Services; and Support Services. Each section has its own mission and unique set of responsibilities.

The mission of the Aging and Disability Services Section is ***“to support independent community living by respect of personal choices”***. The Aging and Disability (A & D) Services Section is responsible for a wide range of assessments and services related to disabled and elderly residents of Bayfield County. They also provide information and assistance to the general public regarding local resources available to those who do not qualify for public assistance.

The mission of Economic Support (ES) Services is ***“to assist individuals to achieve economic well-being”***. Economic Support is responsible for the eligibility determination for numerous federal, state, and county public assistance programs.

The mission of the Family Services (FS) Section is ***“to provide a safe and stable environment for identified children and families through empowerment and support”***. The Family Services Section is responsible for a wide range of assessments and services related to individuals, children and families.

The mission of the Support Services (SS) Section is ***“to provide support services in a professional, courteous, and efficient manner”***. The Support Services Section provides reception, clerical and accounting support to the entire agency.

The plan in 2020 is to increase the number of sections to five by separating the Comprehensive Community Services (CCS) program and staff from the Family Services Section. DHS will add another manager and CCS staff will work under the new manager. The CCS program provides community-based services to individuals with substance use disorders and/or mental health diagnoses. CCS is a voluntary program that provides a broad range of recovery focused services.

## **ORGANIZATION**

The Bayfield County Board of Supervisors voted on November 10, 1998, to develop a Department of Human Services (DHS) uniting the three Departments of Aging, Community Programs and Social Services. The Department of Human Services was officially created on April 1, 1999.

The Human Services Board has primary responsibility for oversight of the Department. The Board consists of nine members, five County Board representatives and four citizen members. Citizen member applications are reviewed by the County Administrator and appointments are approved by the County Board Chair. There are also committees who act in an advisory capacity to the Human Services Board: the Aging and Disability Advisory Committee; the Nutrition Advisory Counsel; the Family Services Advisory Committee; and the Children's Community Options Program (CCOP) Advisory Committee, the local and regional Comprehensive Community Services (CCS) Coordinating Committees; and the Aging and Disability Resource Center of the North (ADRC – N) Governing Board. Advisory committees include a mixture of: citizens; program participants; family, friends and advocates of program participants; providers of service; County Board members, and/or staff as program rules or regulations dictate. Most advisory committees include at least one member of the County Board who also serves on the Human Services Board.

## **BUDGET**

The Department of Human Services (DHS) initially had an approved base 2019 budget of \$6,790,931. Of the base budget, \$1,817,778 or 26.7% of the budget was county levy. Prior to the end of 2019, the budget was modified to increase the Department's spending authority by \$364,400 to account for: additional projected expenses in Comprehensive Community Services (CCS); a wait list elimination in the Children in Long-Term Care Services (CLTS) Programs; to allow access to the Aging and Disability Resource of the North contingent funds; and to expand the Regional Youth Mental Health Grant through the second half of the year. With this amendment, the total budget total for 2019 was increased to \$ 7,155,331. Due to the transition in May of 2019 of the CCS program from a contracted service to a provided service, it is even more difficult to predict if the budget will balance. However, by the end of 2019, barring significant difference due to year-end adjustments, the DHS expects to balance the budget without any increase to the county levy.

Preliminary Human Services budget reports are attached. They are presented in the format in which expenses were monitored by the Department, the County, and the State in 2019. The reports may change after adjustments due to reconciliation are processed and the State and the County's single audit is complete. The Department will be well into the 2020 budget process before the 2019 financials are closed. These adjustments to 2019 will result in changes to the final DHS balance sheet and income statements. As already indicated, the initial conclusion is that due to changes in the County's financial year end entries, the Department operated within its modified 2019 budget.

## *2019 Budget Summary*

<u>Budget</u>	<u>Program</u>	<u>Source</u>
\$4,829,338	Purchased Services	State, Federal & County
\$1,714,246	Provided Services	State, Federal & County
\$611,747	Support & Overhead	State, Federal & County
<b>\$7,155,331</b>		

	<u>Bayfield County</u>	<u>DHS</u>	<u>Percentage</u>
<b>2019 Budget</b>	<b>\$31,901,192</b>	<b>\$7,155,331</b>	<b>22%</b>
<b>2019 Levy</b>	<b>\$9,603,507</b>	<b>\$1,817,778</b>	<b>19%</b>

## 2019 Public Assistance Benefits Paid Directly

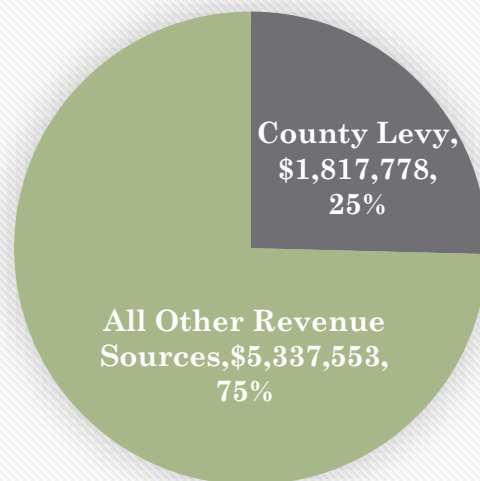
\$24,258,177	Medicaid	State & Federal
\$1,347,451	FoodShare	State & Federal
\$368,188	WHEAP Grants	Federal
\$14,797	WHEAP Crisis Assistance	Federal
\$90,027	Child Care	State & Federal
<b>\$26,078,640</b>	<b>Total*</b>	

\*Does not appear in the county books.

However, these dollars represent funds that are introduced into the local economy.

The department is audited, and quality control is tested on the eligibility determinations of these programs.

## 2019 DHS Budget - County Costs



■ County Levy ■ All Other Revenue Sources

**BAYFIELD COUNTY DEPARTMENT OF HUMAN SERVICES  
2019 BUDGET MONITORING  
UNAUDITED BUDGET**

<b>Expenses</b>	<b>% of Budget</b>	<b>2019 Budget</b>	<b>YTD 07/01/2020</b>	<b>%</b>	<b>Projected Year End</b>
AMSO		Allocated			
Economic Support Section	9.4%	669,441	507,892	76%	507,892
Family Services Section	44.9%	3,210,688	2,386,990	74%	2,440,982
Aging & Disability Section	11.0%	788,427	655,741	83%	655,741
GWAAR Section	9.8%	700,673	674,865	96%	674,865
ADRC-Bayfield	0.3%	22,471	22,111	98%	3,042
ADRC-North	23.0%	1,644,831	1,501,521	91%	1,589,430
Regional Crisis Initiative	1.7%	118,800	116,402	98%	116,402
<b>Totals</b>	<b>100%</b>	<b>7,155,331</b>	<b>\$5,865,522</b>	<b>82%</b>	<b>\$5,988,354</b>

<b>Revenues</b>	<b>% of Budget</b>	<b>2019 Budget</b>	<b>YTD 07/01/2020</b>	<b>%</b>	<b>Projected Year End</b>
<b>ST/FED Revenue:</b>					
State & Federal Revenue	47.1%	3,372,485	3,277,576	97%	3,297,976
State & Fed/WIMCR	0.0%	-	88,997	-	-
Youth Aids	1.9%	134,973	146,107	108%	146,107
C.A.R.E.	0.0%	-	-	-	1,771
Childcare	0.1%	4,287	252	6%	252
WHEAP	0.4%	32,083	29,181	91%	29,181
GWAAR	3.4%	243,440	295,127	121%	294,117
EDS	16.3%	1,165,100	593,533	51%	593,533
IDP	0.1%	10,000	14,649	146%	-
Comm. Integration Program	0.0%	370	870	235%	870
ST/FED Revenue: WJCIA	0.0%	-	-	-	-
ADRC Contingency	1.5%	106,175	1,340	1%	(18,846)
Fund Balance Reserved	0.0%	-	-	0.0%	20,186



Donations for DHS Programs	0.0%	-	777	-	-
Transfer - Other Funds (IDP)	0.0%	-	-	-	-
Transfer from DOT	0.0%	-	-	-	-
Transfer from Risk Reserve	-	-	-	-	-
HBHABC	-	-	-	-	-
<b>Other Revenue:</b>					
Aging & Disabilities	1.7%	121,250	84,861	70%	84,861
Family Services	0.6%	43,000	66,262	154%	66,262
Economic Support	0.0%	1,200	655	55%	655
AMSO	0.0%	200	232	116%	232
GWAAR	1.4%	102,980	93,039	90%	90,929
<b>County \$:</b>	<b>25.4%</b>	<b>1,817,788</b>	<b>1,817,788</b>	<b>100%</b>	<b>1,817,788</b>
<b>Totals</b>	<b>100%</b>	<b>\$7,155,331</b>	<b>\$6,511,246</b>	<b>91%</b>	<b>\$6,425,875</b>

### Agency Management Support & Overhead

		Cost Category Description	2019 Budget	YTD 07/01/2020	%	Projected Year End
		<b>Grand Total</b>	611,747	555,579	91%	611,747
<b>Section</b>	<b>FTE</b>	<b>Allocation %</b>				
ES	4.00	14%	87,800	76,111	14%	76,111
ABAWD	2.00	7%	43,900	39,926	7%	39,926
EMA	1.00	4%	21,950	4,222	1%	4,222
FS	9.73	35%	213,574	172,531	31%	172,531
CCS	3.00	-	-	41,367	-	41,367
A & D	3.24	12%	71,118	62,254	11%	62,254
GWAAR	4.34	16%	95,263	90,933	16%	90,933
ADRC-B	2.06	7%	45,217	38,006	7%	38,006
ADRC-N	1.50	5%	32,925	30,229	5%	30,229
RCI	0.00	0%	-	-	0%	-
<b>Totals</b>	<b>30.87</b>	<b>100%</b>	<b>\$611,747</b>	<b>\$555,579</b>	<b>91%</b>	<b>\$555,579</b>



## Economic Support

Cost Category Description	2019 Budget	YTD 07/01/2020	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	272,848	243,515	89%	243,515
ABAWD/FSET Provided Total	75,480	121,397	161%	121,397
Enhanced MA Provided Total	146,013	7,191	5%	7,191
IM Provided Total	-	-	-	-
Salary & Fringe Offset	8,000	7,243	91%	7,243
AMSO ALLOCATION	87,800	76,111	87%	76,111
AMSO ALLOCATION-ABAWD	43,900	39,926	91%	39,926
AMSO ALLOCATION-Enhanced MA	21,950	4,222	19%	4,222
<b>Purchased Services:</b>				
Contracted, supplies, training, mileage, etc.	1,350	696	52%	696
WHEAP	4,690	5,036	107%	5,036
IM	980	491	50%	491
CC	430	-	0%	-
General Relief	6,000	2,064	34%	2,064
<b>Purchased Total</b>	<b>13,450</b>	<b>8,287</b>	<b>62%</b>	<b>8,287</b>
<b>Grand Total</b>	<b>\$669,441</b>	<b>\$507,892</b>	<b>76%</b>	<b>\$507,892</b>

## Family Services

Cost Category Description	2019 Budget	YTD 07/01/2020	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	728,721	628,011	86%	628,011
Family Services Match	-	-	-	-

Salary & Fringe/Case Mgmt. Offset	(14,310)	(37,652)	263%	(37,652)
AMSO ALLOCATION	213,574	172,531	81%	172,531
AMSO ALLOCATION – CCS	-	41,367	-	41,367
<b>Purchased Services:</b>				
Contracted, supplies, training, mileage, etc.	65,450	37,578	57%	37,578
Unallowable Costs	-	-	-	-
C.A.R.E.	-	1,771		1,771
CCS	900,000	527,557	59%	581,549
Juvenile Court Intake	-	-	-	-
Youth Independent Living	-	-	-	-
IV-E	-	-	-	-
Kinship Care	30,680	15,326	50%	15,326
CHIPS	5,000	1,522	30%	1,522
Domestic Violence Services	15,000	15,000	100%	15,000
Community Intervention	370	1,013	274%	1,013
Youth Aids	3,248	2,650	82%	2,650
Substitute Care	568,004	489,844	86%	489,844
Youth Independent Living-ETV	1,211	-	0%	-
Health Check (pass thru)	-	-	-	-
RRTC	-	-	-	-
AODA	95,812	15,057	16%	15,057
AODA Treatment Services	30,000	27,393	91%	27,393
SABG Supplemental	-	17,422	-	17,422
IDP	10,000	-	0%	-
Mental Health	538,929	426,793	79%	426,793
MHGB Supplemental	-	3,511	-	3,511
Safe & Stable Families	19,000	294	2%	294
<b>Purchased Total</b>	<b>2,282,704</b>	<b>1,582,732</b>	<b>69%</b>	<b>1,636,724</b>
<b>Grand Total</b>	<b>\$3,210,688</b>	<b>\$2,386,990</b>	<b>74%</b>	<b>\$2,440,982</b>

## Aging and Disabilities Services

Cost Category Description	2019 Budget	YTD 07/01/2020	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	243,619	230,873	95%	230,873
Salary & Fringe/Case Mgmt. Offset	(58,703)	(84,989)	145%	(84,989)
AMSO ALLOCATION	71,118	62,254	88%	62,254
<b>Purchased Services:</b>				
Contracted, supplies, training, mileage, etc.	28,600	18,342	64%	18,342
Protective Placements	-	958	-	958
Supportive Home Care	8,000	-	0%	-
CCOP	40,421	12,711	31%	12,711
Community MH	6,800	2,671	39%	2,671
Alzheimer Family Support	7,305	1,747	24%	1,747
Family Care Allocation Payback	179,267	179,267	100%	179,267
Birth to Three	80,000	68,132	85%	68,132
Children's Waiver - PD	11,000	17,053	155%	17,053
Children's Waiver - DD	142,000	139,805	98%	139,805
Children's Waiver - SED	20,000	3,930	20%	3,930
Children's Waiver Intensive/Ongoing - DD	5,000	1,542	31%	1,542
Children's Waiver Intensive - SED	4,000	1,445	36%	1,445
<b>Purchased Total</b>	<b>532,393</b>	<b>447,603</b>	<b>84%</b>	<b>447,603</b>
<b>Grand Total</b>	<b>\$788,427</b>	<b>\$655,741</b>	<b>83%</b>	<b>\$655,741</b>

## GWAAR

Cost Category Description	2019 Budget	YTD 07/01/2020	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	260,463	276,360	106%	276,360
Salary & Fringe/Case Mgmt. Offset	-	(9,711)	-	(9,711)
AMSO ALLOCATION	95,263	90,933	95%	90,933

<b>Purchased Services:</b>				
Supplies, Mileage, etc.	3,200	3,384	106%	3,384
Benefit Specialist	-	245	-	245
Capital Equipment	-	-	-	-
Congregate Meals	94,600	90,898	96%	90,898
DOT	79,900	67,804	85%	67,804
DOT Trust	-	807	-	807
Family Caregiver	10,663	7,941	74%	7,941
HLHABC	-	4,087	-	4,087
Home Delivered Meals	143,000	127,887	89%	127,887
MIPPA	-	315	-	315
Preventative Health Services	1,955	684	35%	684
Home Chore	1,729	1,989	115%	1,989
Elder Abuse	9,900	11,241	114%	11,241
EFSNB	-	-	-	-
<b>Purchased Total</b>	<b>344,947</b>	<b>317,282</b>	<b>92%</b>	<b>317,282</b>
<b>Grand Total</b>	<b>\$700,673</b>	<b>\$674,865</b>	<b>96%</b>	<b>\$674,865</b>

## ADRC - Bayfield

Cost Category Description	2019 Budget	YTD 07/01/2020	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	144,341	129,342	90%	129,342
<b>AMSO ALLOCATION</b>	<b>45,217</b>	<b>38,006</b>	<b>84%</b>	<b>38,006</b>
Offset	(197,787)	(162,348)	82%	(181,417)
<b>Purchased Services:</b>				
Telephone	-	-	-	-
Capital Equipment	-	-	-	-
Contractual Services	21,300	11,685	55%	11,685

Direct Services	-	-		-
Office Supplies	300	118	39%	118
Other Supplies and Expenses	2,000	1,844	92%	1,844
Postage	100	-	0%	-
Printing	200	-	0%	-
Publication/Dues/Subscriptions	400	128	32%	128
Training	700	113	16%	113
Travel	5,500	3,207	58%	3,207
Board	-	-		-
Meals	200	16	8%	16
<b>Purchased Total</b>	<b>30,700</b>	<b>17,111</b>	<b>56%</b>	<b>17,111</b>
<b>Grand Total</b>	<b>\$22,471</b>	<b>\$22,111</b>	<b>98%</b>	<b>\$3,042</b>

## ADRC-North

Cost Category Description	2019 Budget	YTD 07/01/2020	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	113,561	113,325	100%	113,325
Salary & Fringe Offset/Fiscal Agent	-	-		-
AMSO ALLOCATION	32,925	30,229	92%	30,229
Offset	(419,824)	-	0%	-
<b>Purchased Services:</b>				
Telephone	44,775	43,546	97%	43,546
Publications, Dues, Subscriptions	5,650	5,774	102%	5,774
Capital Equipment	-	-		-
Contractual Services	105,849	58,763	56%	58,763
Direct Services	1,184,842	1,093,731	92%	1,181,640
Office Supplies	5,343	-	0%	-
Other Supplies/Software	26,790	73,579	275%	73,579
Postage	837	-	0%	-
Printing	1,721	1,152	67%	1,152
Training	6,641	288	4%	288

Travel	28,297	3,015	11%	3,015
Administration	392,504	-	0%	-
Board	1,000	728	73%	728
DCIP	-	-	-	-
DCS - Capital Equipment	-	-	-	-
DCS	113,920	77,391	68%	77,391
<b>Purchased Total</b>	<b>1,918,169</b>	<b>1,357,967</b>	<b>71%</b>	<b>1,445,876</b>
<b>Grand Total</b>	<b>\$1,644,831</b>	<b>\$1,501,521</b>	<b>91%</b>	<b>\$1,589,430</b>

## Regional Crisis Initiative

Cost Category Description	2019 Budget	YTD 07/01/2020	%	Projected Year End
<b>Provided Services:</b>				
Provided Total	-	-	-	-
AMSO ALLOCATION	-	-	-	-
Offset	-	-	-	-
<b>Purchased Services:</b>				
Contractual Services	100,700	110,577	110%	110,577
Direct Services	-	-	-	-
Office Supplies	-	-	-	-
Postage	-	-	-	-
Printing	500	-	0%	-
Training	17,600	5,825	33%	5,825
Meals	-	-	-	-
Admin	-	-	-	-
<b>Purchased Total</b>	<b>118,800</b>	<b>116,402</b>	<b>98%</b>	<b>116,402</b>
<b>Grand Total</b>	<b>\$118,800</b>	<b>\$116,402</b>	<b>98%</b>	<b>\$116,402</b>

**Bayfield County Department of Human Services  
January – December 2019  
Mandated State 942 Report**

	DD	MH	AODA	PHYS DIS	DELINQ	CANS	CHILD/ FAM	ELDERLY	TOTAL
	1	2	3	4	5	6	7	8	9
Child Day Care – Crisis Respite	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
Supportive Home Care	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$15,444	<b>\$15,444</b>
Specialized Transportation & Escort	\$5,466	\$5,597	\$4,807	\$0	\$0	\$0	\$3,160	\$173,098	<b>\$192,128</b>
Access, Outreach & Prevention	\$4,261	\$1,768	\$20,972	\$1,553	\$0	\$0	\$11,228	\$18,449	<b>\$58,231</b>
Community Living / Supportive Services	\$68,877	\$62,343	\$9,250	\$48,876	\$23,774	\$42,723	\$245,003	\$388,350	<b>\$889,196</b>
Investitations and Assessment	\$1,901	\$71,338	\$0	\$0	\$37,628	\$390,045	\$164,068	\$52	<b>\$665,032</b>
Community Support Programs	\$0	\$575,485	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$575,485</b>
Work-Related and Day Services	\$81,185	\$139,608	\$125,129	\$0	\$0	\$0	\$0	\$0	<b>\$345,922</b>
Supported Employment	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
Juvenile Corrections	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	<b>\$0</b>
Community Residential Services	\$0	\$101,198	\$6,381	\$0	\$49,998	235,779	\$279,008	\$0	<b>\$672,364</b>
Commuity Treatment Services	\$0	\$239,647	\$71	\$0	\$0	\$0	\$0	\$0	<b>\$239,718</b>
Inpatient & Institutional Care	\$0	\$170,804	\$59,398	\$0	\$0	\$0	\$33,787	\$0	<b>\$263,989</b>
<b><u>TOTAL</u></b>	<b>\$161,690</b>	<b>\$1,367,788</b>	<b>\$226,008</b>	<b>\$50,429</b>	<b>\$111,400</b>	<b>\$668,547</b>	<b>\$736,254</b>	<b>\$595,393</b>	<b>\$3,917,509</b>
Adult - Age: 18 Years and Over	\$131,067	\$272,467	\$6,889	\$50,429	-	-	-	\$595,393	\$1,056,245
Child - Age: Under 18 Years	\$30,623	\$1,095,321	\$219,119	-	\$111,400	\$668,547	\$736,254	-	\$2,861,264
<b><u>TOTAL</u></b>	<b>\$161,690</b>	<b>\$1,367,788</b>	<b>\$226,008</b>	<b>\$50,429</b>	<b>\$111,400</b>	<b>\$668,547</b>	<b>\$736,254</b>	<b>\$595,393</b>	<b>\$3,917,509</b>



## SUPPORT SERVICES SECTION

**NIKKI REVAK, MANAGER**

The mission of the Support Services Section is *to “provide support services in a professional, courteous and efficient manner.”* With that mission in mind, the Support Services Section is responsible for the management of department operations, provision of support services to the other sections, all accounting functions, State reporting requirements, reception services, scanning documents, file maintenance, correspondence, and numerous other duties.

As reported in the previous years’ Support Services narrative, the quest for a new software system has not changed. DHS continues the search for a financial/accounting replacement software.

January started with orientation of a newly hired Coordinator of the Aging and Disabilities Resource Center of the North (ADCR-N). The previous coordinator gave notice at the end of 2018 and had been in the position since the onset of the program in 2009. The year started with many hopes for the ADCR-N. However, by mid-year the coordinator gave notice. Bayfield County stepped in and took on some additional administrative duties. Ashland County pledged to take on the coordination duties starting in 2020.

February brought about a trip to Madison with the Director and Family Services Manager for 2019 Superior Days. Participated in Lobby teams and met with the new state secretaries for the Department of Health Services and the Department of Children and Families. It was a successful trip.

March brought about a change in how the Comprehensive Community Support Program (CCS) would be administered. A long-time vendor of the program went out of business. Bayfield and Ashland County would once again join forces to reorganize the program.

Traveled to Madison in April with two county board members and the agency Director for Human Services Day at the Capitol. Had a joint meeting with Senator Bewley and Representative Meyers to share five statewide initiatives & discuss local concerns. The meeting was successful, and all parties felt heard and supported.

April also brought about a change with the Bayfield County auditors. A request for proposal was accepted from Baker Tilly for a three-year contract for audit work. The DHS Financial Manager and Bookkeeper met with Baker Tilly staff to ensure the correct data/financial information was being gathered.

May started with the Financial Manager and Bookkeeper traveling to La Crosse for the annual Wisconsin Human Services Financial Manager's Association conference. Attendance was at a record high with many opportunities for learning.

In May, the highly awaited new phone system installation was installed. New phone numbers for all extensions were assigned. DHS had some glitches with calls going directly to the Sheriff's Office dispatch instead of the correct DHS staff person. With some research, it was determined outside calls coming to DHS required an extra digit before the extension. Once DHS extensions had an "8" as a prefix, it worked just fine.

In August, the agency Director and Financial Manager developed the 2020 Annual Budget within the parameters established by the County Administrator. This included a zero-county levy increase.

The DHS fiscal audit was completed in May. The compliance audit was completed in June. Support Services Staff worked well with the new team of Auditors from Baker Tilly. DHS noted one area of improvement was better communications were needed with the County Clerk's Office on audit procedures for "audit ready" documents prior to the start date of the audit. A goal for 2020.

The Director and Financial manager submitted a DHS Board Resolution for the 2019 Budget to increase spending authority. Additional revenues and expenditures were captured by the Aging and Disability Resource of the North, the Comprehensive Community Services Program, and third-party payors for mental health institutional placements.

At the very end of December, the main receptionist gave notice. Recruitment for the position began immediately.

Throughout 2019, thru many ups and downs with the different program structure changes, support services staff continued to "provide support services in a professional, courteous and efficient manner" with a focus on excellent customer service. After all, "A customer is not an interruption to our work; he/she is the purpose of it". The beginning of 2020 brought an opportunity to build a better and stronger cohesive Support Services team with the hire of a new team member.

## ECONOMIC SUPPORT SERVICES SECTION

*JEANINE SPUHLER, MANAGER*

The guiding principle of the Economic Support Section is our mission: ***To assist individuals to achieve economic well-being.*** Our mission is supported with an array of public assistance programs including health, nutrition, energy, and childcare services. 2019 was a year committed to change and improvement.

January started off with the impact of the Federal Government Shutdown on the FoodShare program. Although the shutdown was over in late January, the fallout of the shutdown impacted the program through March. It was a time of significant confusion for FoodShare recipients due to fears of the possible lack of benefits during the shutdown. The government provided February benefits in January because of growing concerns that it would not be able to release them at all if the shutdown continued into February. Once the February benefits were released in January, the next possible deposit was March 1<sup>st</sup>. Typically, recipients get their benefits every 28 days, but our recipients went 40 days between deposits due to the shutdown. By April the program was back on track and benefits were issued on a more reliable frequency.

In April, staff was delighted to learn that the Northern IM Consortium Child Care Team met or exceeded all our 2018 childcare eligibility and authorization performance standards. The agency received an award for these accomplishments in the areas of unannounced site visits for certified providers, application and authorization timeliness, and targeted case review results.

In July, the Pre-certification FoodShare Quality Control Process was implemented. The process was a state-wide initiative to improve the payment accuracy of FoodShare benefits. Selected cases were reviewed by a team of dedicated reviewers prior to approval of benefits. The process continued through October. The consortium has struggled at times with the payment accuracy of cases. The pre-certification process allowed staff to identify and correct sources of the most common errors.

In September, information was released that the Northern IM Consortium had the lowest FoodShare active error rate for FFY19 in the state. This was a huge accomplishment for staff and was due to the aggressive pre-certification review process for FoodShare cases, multiple meetings of the Quality Improvement Workgroup, and focused training on case accuracy. The improved accuracy provided excellent customer service to residents by making sure they receive accurate benefits.

In October, the state implemented a change that affected Bayfield County FoodShare members. The Department of Health Services received a federal waiver to exempt FoodShare

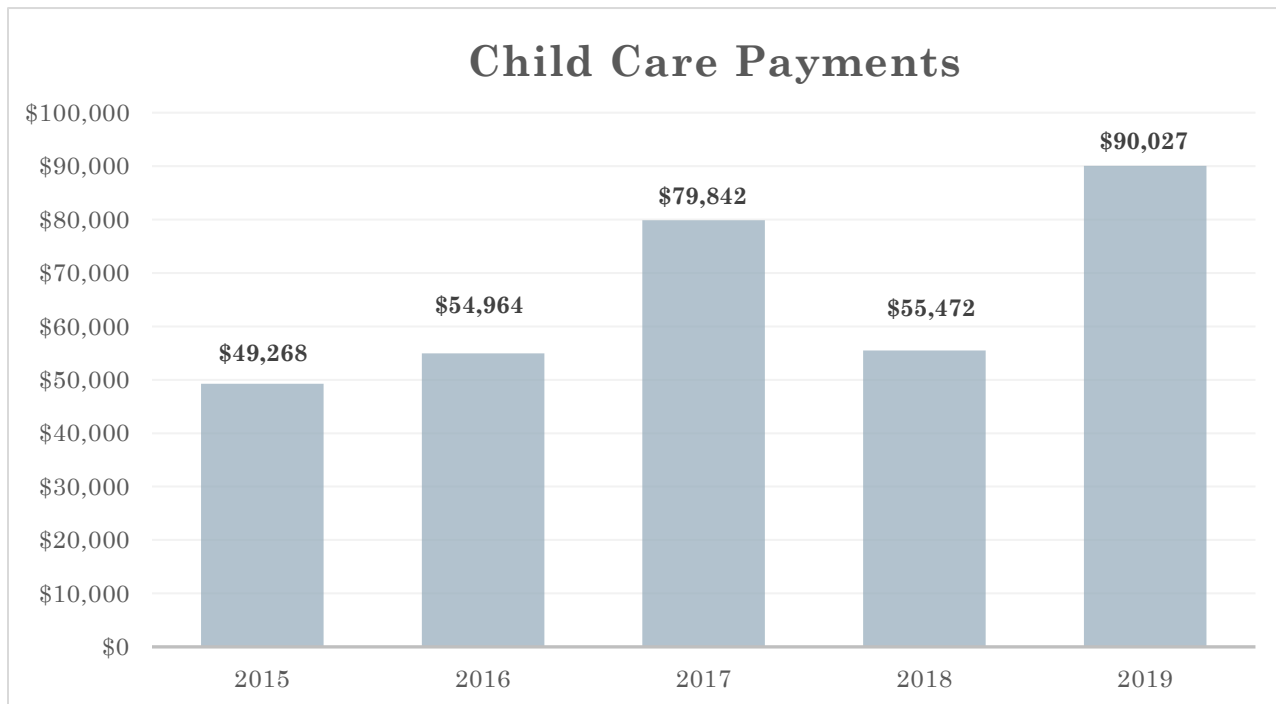
Able Bodied Adults without Dependents (ABAWD) members from the work requirement. Participation with the work program was voluntary.

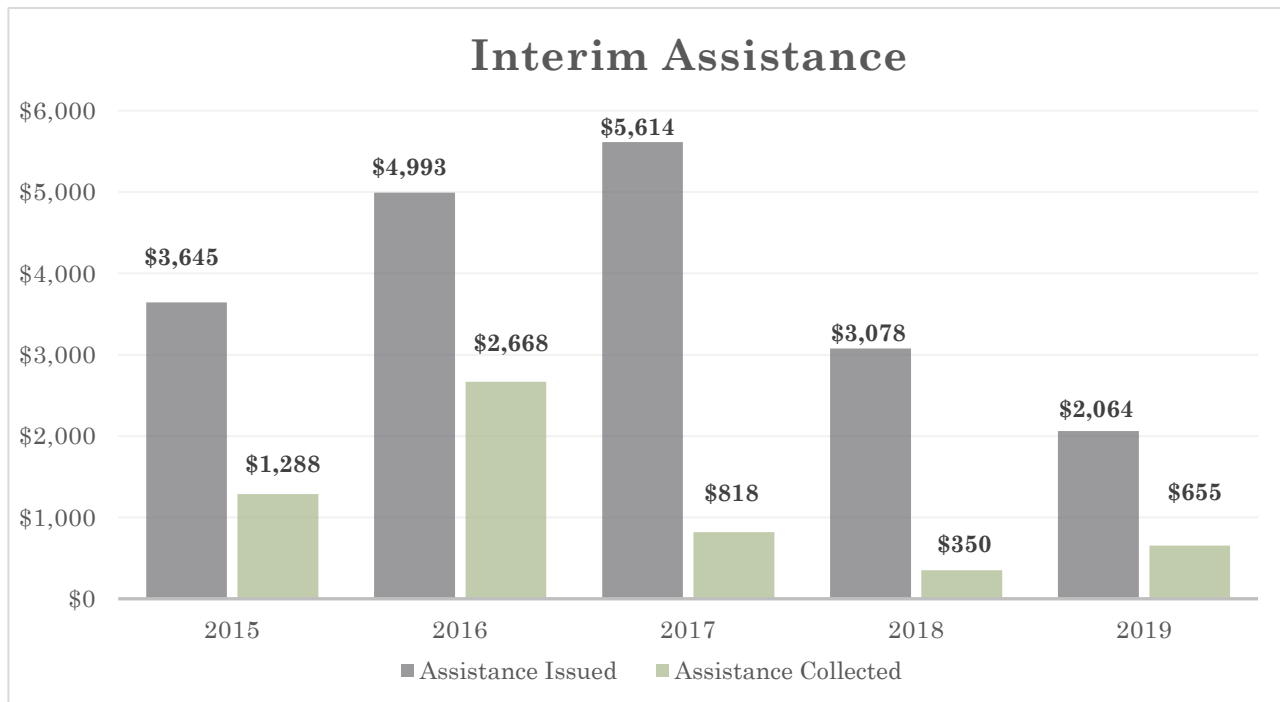
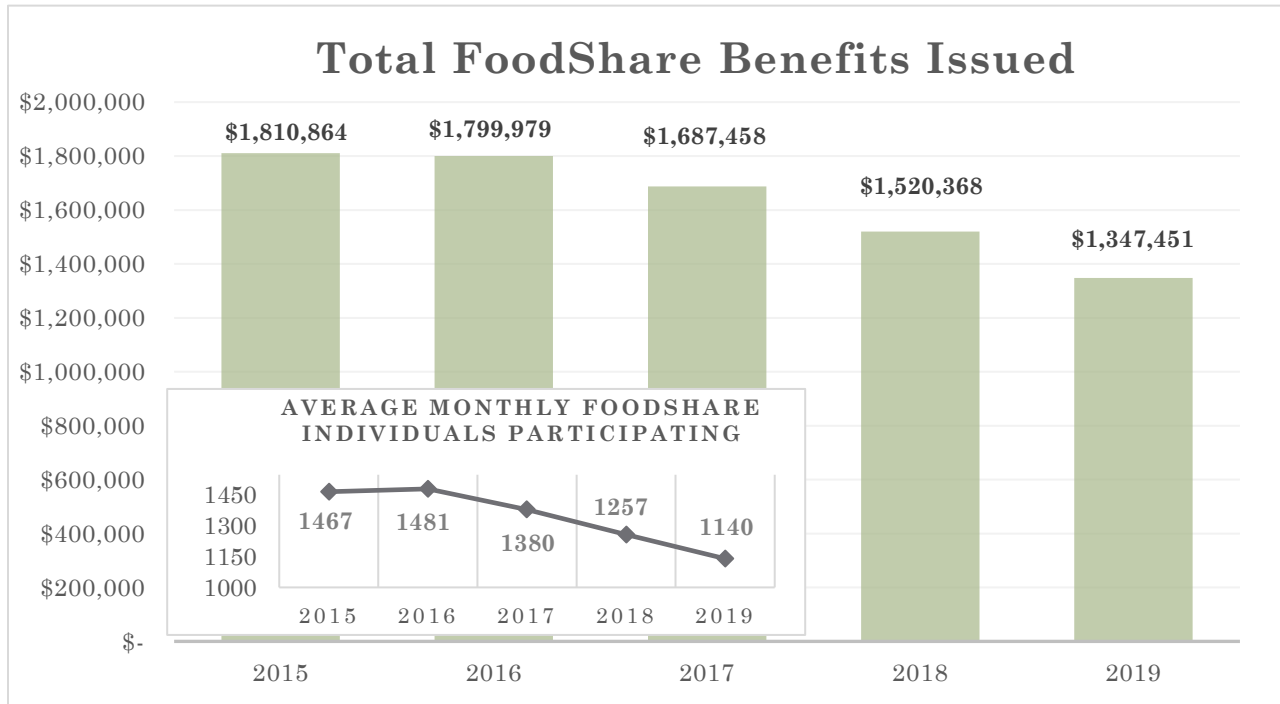
In November, NIMC managed a workload increase due to the 2019 Marketplace open enrollment period for health care between November 1<sup>st</sup> and December 15<sup>th</sup>. Some staff worked additional hours to assist with the timely processing of health care applications.

In December, staff began planning in earnest for 2020 policy changes to the BadgerCare Plus program for childless adults. The changes were based on requirements in BadgerCare reform passed in the 2015-2017 biennial state budget.

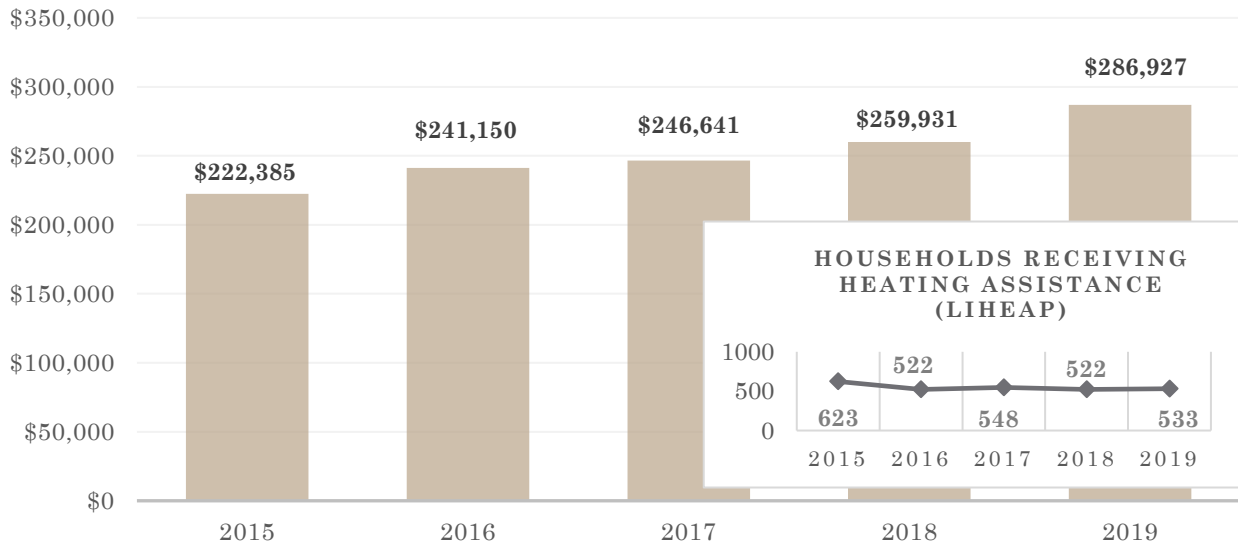
At the end of December, the world just started to hear about a new virus. Little was known about the impact this would have in the next year.

2019 was a year of change, challenge, and celebration. Staff take great pride in their accomplishments and perseverance as work continues to keep the mission in mind minds as individuals are assisted in achieving economic well-being.

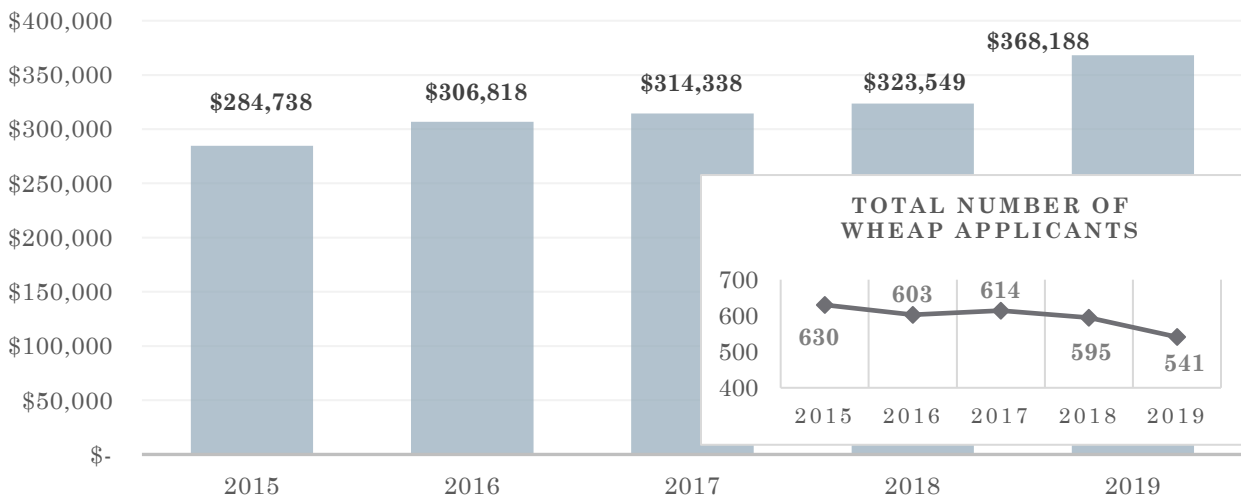


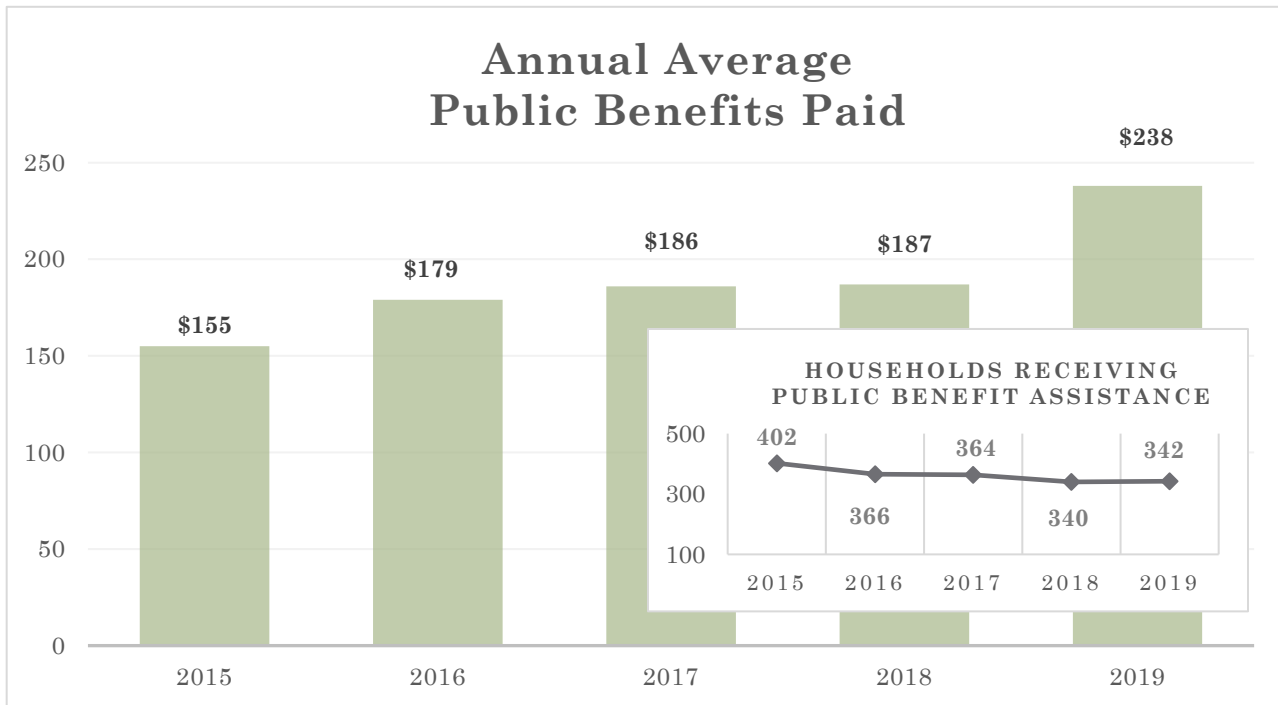


## WHEAP (LIHEAP) Heating Assistance Paid



## Total WHEAP Benefits Paid (Heating and Public Electric Benefits)





## FAMILY SERVICES SECTION

**CHERYL HANSON, FAMILY SERVICES MANAGER**

The mission of the Family Services (FS) Section is “**to provide a safe and stable environment for identified children and families through empowerment and support.**”

Empowerment and support are paramount words in the Family Services mission statement. The work is a balance between these two: how much to support and when to empower? Every person and family needs a different mix. Too much support can lend itself to dependence, creating a different problem altogether. Empower too early and that may set a person up to fail. The art of social work is being able to listen to the people and really hear what they are saying they need. Along with gathering information from medical and behavioral health providers, reviewing police reports and talking with law enforcement about what they see going on, knocking on doors and sitting at kitchen tables- all to facilitate internal change.

Family Services Social Workers work with some of the most vulnerable people in Bayfield County. A child that has unexplained bruises on his back; a teenager that is out drinking and using drugs in the middle of the night; a person that finds themselves in jail but doesn't know why they are there due to untreated mental illness. These are neighbors and family members. Their situation allows Family Services staff to join them on their current journey in life. Their



stories are the stories of people who need empowerment and support to move beyond the issues that brought them to the Department's attention.

Mandated services fuel much of what is done in Family Services. Child protection which includes taking children into custody and placing them out of their home in foster care or residential treatment centers is a 24/7 mandated service. All Family Service social workers take a rotating week of on-call requiring a response to any issues with children after hours. Emergency detentions for both adults and children are also a mandated service that staff coordinate. These involuntary hospitalizations are usually facilitated by law enforcement for people who are a danger to themselves or others due to an untreated behavioral health issue. Coordination of court involvement and services for juveniles who commit criminal acts is another mandated service Family Services staff provide. Sometimes these youth only need a meeting with a social worker and their parent to get them on track again; sometimes for the safety of the community, the child must be sent to secure detention. Often these children come from families that are facing complex issues that staff attempt to address.

2019 found Family Services with a mostly stabilized workforce. A long-time child protection social worker moved with family to North Dakota in March but gratefully another worker stepped into the position. That left an opening for a Mental Health Coordinator position that the AODA Coordinator transitioned into the position. The AODA position remained unfilled for the rest of 2019. It continues to be a struggle to attract qualified employees here in the northern part of the state. Family Services staff for the most part must be licensed as social workers; this often requires additional education and with that, costs to the employee to gain that education but a requirement for the job. These are tough but vital positions that serve the community. Bayfield County needs to continue to look at way to be an attractive and employer of choice in the region.

One of Family Service's biggest expenditure is the cost of out of home placements of children. 2019 saw a 28% decrease in these costs. Social workers struggle to keep children in their homes and connected with services in the community. This reduction reflects the work Family Services staff have done over 2019 but it also reflects the children and the issues they present throughout the year. The total cost of substitute care in 2019 was \$489,844. Children placed through Red Cliff Indian Child Welfare (ICW) in 2019 cost Bayfield County \$152,542, a 5% increase over the previous year. It bears to keep in mind that Red Cliff licenses their own foster homes on and off the reservation, but Bayfield County is the payor source for these placements. Family Services staff assist the Tribe by completing provider background checks and continued documentation of these placements in the State's child abuse database WISACWIS. Unfortunately, there are not always local options and staff is forced to look outside the region and sometimes the state to find an appropriate option.

Youth Justice social workers continue to see fewer juveniles referred by law enforcement in 2019 continuing the trend over the past 5 years. This is balanced by the juveniles that are referred who have more significant behavioral and mental health challenges. Bayfield County utilized secure detention for youth for a total of 43 days in 2019 but regrettably, these 43 days were used only by four youth. The nature of their infractions has changed also. In 2018 there were many property crimes but 2019 brought sexual assaults and child pornography charges for our youth. At times a juvenile must be located in a locked facility but utilizing secure detention is a last resort for Family Services workers. If a youth has committed an act that could endanger the safety of their family or community, a secure option is used to assure safety. Our social workers temper that with not overutilizing this as an option; treating a youth with an institutional solution, only teaches them how to be institutionalized. It takes a lot of work directly with the juvenile to change their patterns of behavior and thinking. Using assessments, coordination of services and direct contact checking in with the kid and their family the Youth Justice social workers try to facilitate change. In 2019, Family Services did not utilize the secure detention option in Duluth, the Arrowhead Juvenile Detention Center. Overall, Family Services saw a 3% decrease from 2018 in juvenile referrals from law enforcement, however many of the alleged crimes continue to grow in severity. Because of the complexity of these referrals and the surrounding mental health, substance abuse and family issues facing these juveniles teen court was not appropriate for any of the resolutions.

Red Cliff Indian Child Welfare (ICW) staff continue to partner with Family Services staff on many cases of child maltreatment in Bayfield County. Gretchen Morris, the ICW Director in Red Cliff, continues to add services and programs through the agency. Families move on and off the reservation and jurisdiction can move back and forth between both agencies. Being able to have an open dialogue as to which agency is taking lead with a case provides better outcomes for families. Both ICW and Family Services have different sets of legal “tools” to address issues of safety for children. Family Services and ICW staff strive to work together to find the right fit for each family and situation that arises. Tribal sovereignty dictates that Red Cliff ICW has authority for children on the reservation but for those children living in other communities in Bayfield County, this partnership is vital to addressing child maltreatment.

There were big changes with both the Community Support Program (CSP) and Comprehensive Community Services (CCS) programs in 2019. In the past, these services were contracted with New Horizons North (NHN). NHN informed Bayfield County early in 2019 that they would no longer provide the programs. Bayfield County took over the administration of the CCS program and contracted CSP to Northland Counseling. In the CCS program, this change created stress on participants, but Bayfield County attempted to soften the transition by hiring staff already known to them as they previously worked for NHN. Both programs offer coordinated services to people with oftentimes unmet behavioral health needs. The goal has

always been to offer services locally that provide stability to live independently and prevent traumatic and costly hospitalizations for Bayfield County residents.

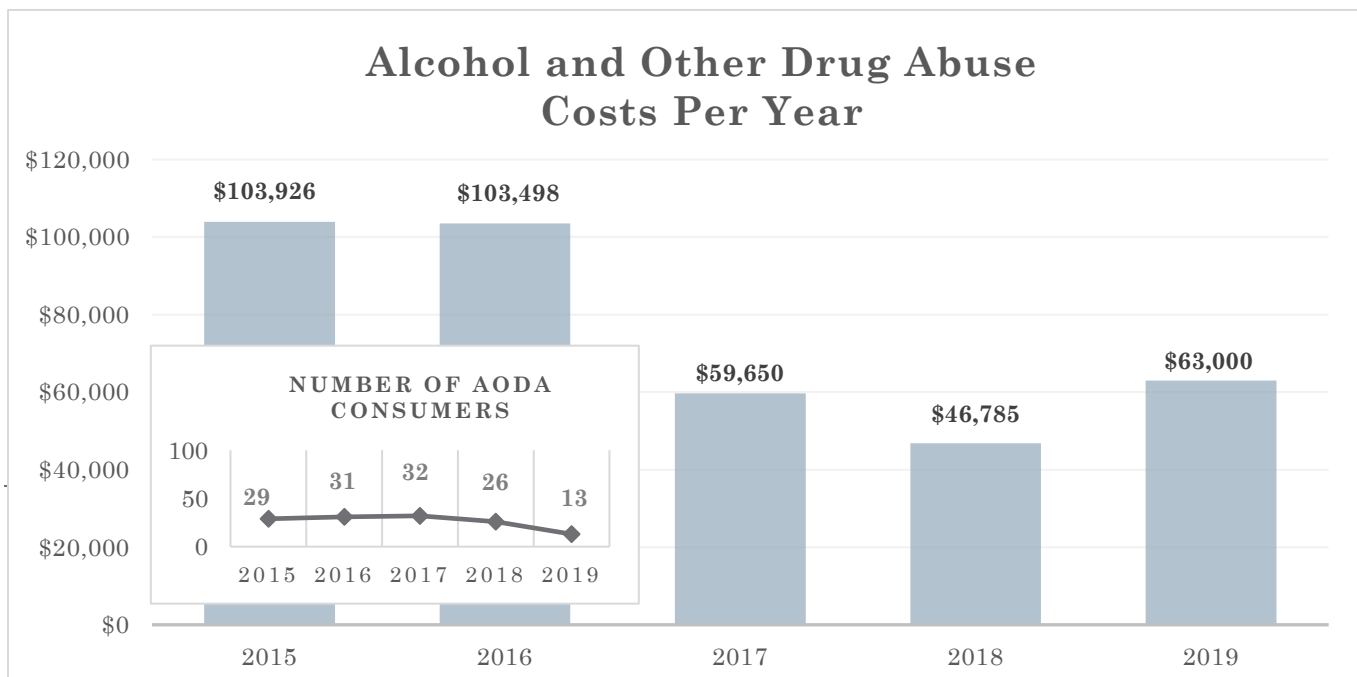
As witnessed by the numbers in this report, Family Services continues to see a reduction in the number of Emergency Detentions (ED's) in Bayfield County. Law enforcement officers are often able to offer a person struggling a ride to the Crisis Bed or to the Emergency Room to get help. This means that individuals make their own decisions regarding their behavioral health needs. These involuntary hospital admissions can be an expensive route to getting a person help; that is why Family Services staff are proactive in working with individuals and their families to get them connected to voluntary services in the community. An ED is a crisis driven intervention; staff would rather work with people before the crisis to help them find the resources they need to be healthy and stable in the community. The Mental Health coordinator does outreach in the community and schools and coordinates voluntary services for individuals looking for help.

## PROGRAM SUMMARIES

### **Alcohol and Other Drug Abuse (AODA):**

In 2019, Bayfield County funded 13 consumers for a total cost of \$63,000. This is a 25% increase in costs but countered with a 50% reduction in the number of clients served.

Methamphetamine continues to be the drug that is abused with the most consequences for people. Hospitalizations for detox from meth takes longer than other drugs or alcohol. The stabilization needed after discharge can also take longer. Treatment often can't begin for a few weeks as people are still experiencing hallucinations, impaired sleep patterns and paranoia. These numbers reflect the longer period of time needed in expensive residential placements. The Department continues to prioritize facilitating inpatient treatment services for pregnant women and mothers to reduce the impact to children who may be at risk of removal for safety issues. Parental substance abuse continues to be a primary cause of child protection issues in Bayfield County.

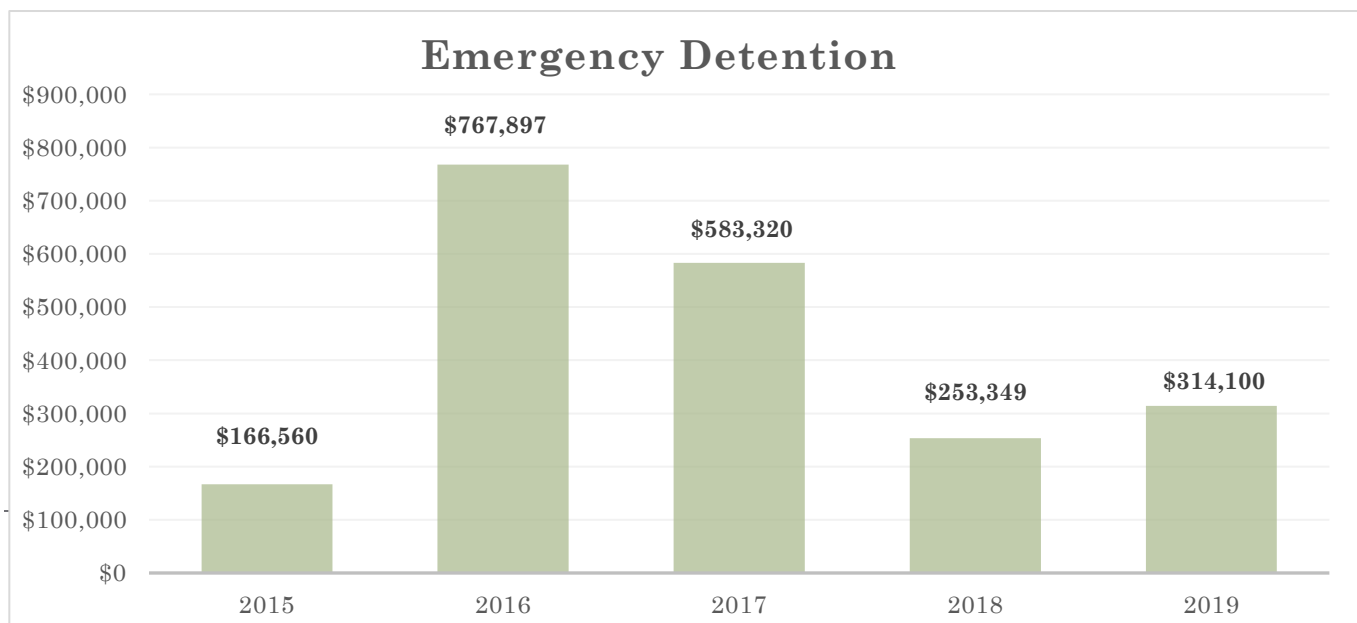


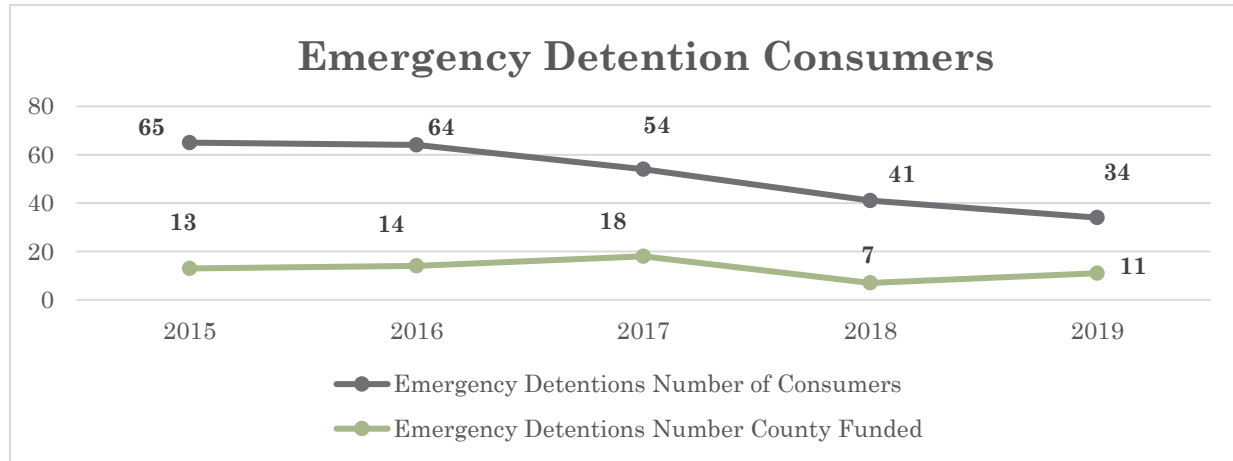
### Emergency Detention (ED):

An emergency detention (ED) or Chapter 51 hold is used when a person presents behaviors that are a danger to themselves or others due to mental illness (or substance abuse). These involuntary hospitalizations often result in a court order of either 3 or 6 months for case management services by the mental health and AODA social workers. 2019 experienced a 34% reduction in ED's over 2018 (which also had a reduction). Thirty-four individuals, both children and adults, were hospitalized against their wishes due to presenting behaviors. Law enforcement agencies in Bayfield County include the Sheriff's Office, the Red Cliff Tribal, Iron River, Washburn and Bayfield Police Departments. These officers in these agencies work to have people go voluntarily to the hospital to get help, often getting rides with law enforcement in their squad cars. Some of this reduction in ED's is due to voluntary admissions. Some of the reduction is due to people having access to insurance to pay for behavioral health services. It is important to remember that Bayfield County is mandated to provide these services and the services are necessary to protect residents from acts of harm to themselves or others.

Northland Counseling has a Crisis Bed facility in Ashland that enables an individual to "check themselves in" for 24/7 mental health support services. Local law enforcement agencies can utilize this facility for voluntary inpatient admissions if an individual is willing to go. Unfortunately, in December of 2019, the Youth Crisis Bed closed due to staffing issues. It remains closed at the time of this report.

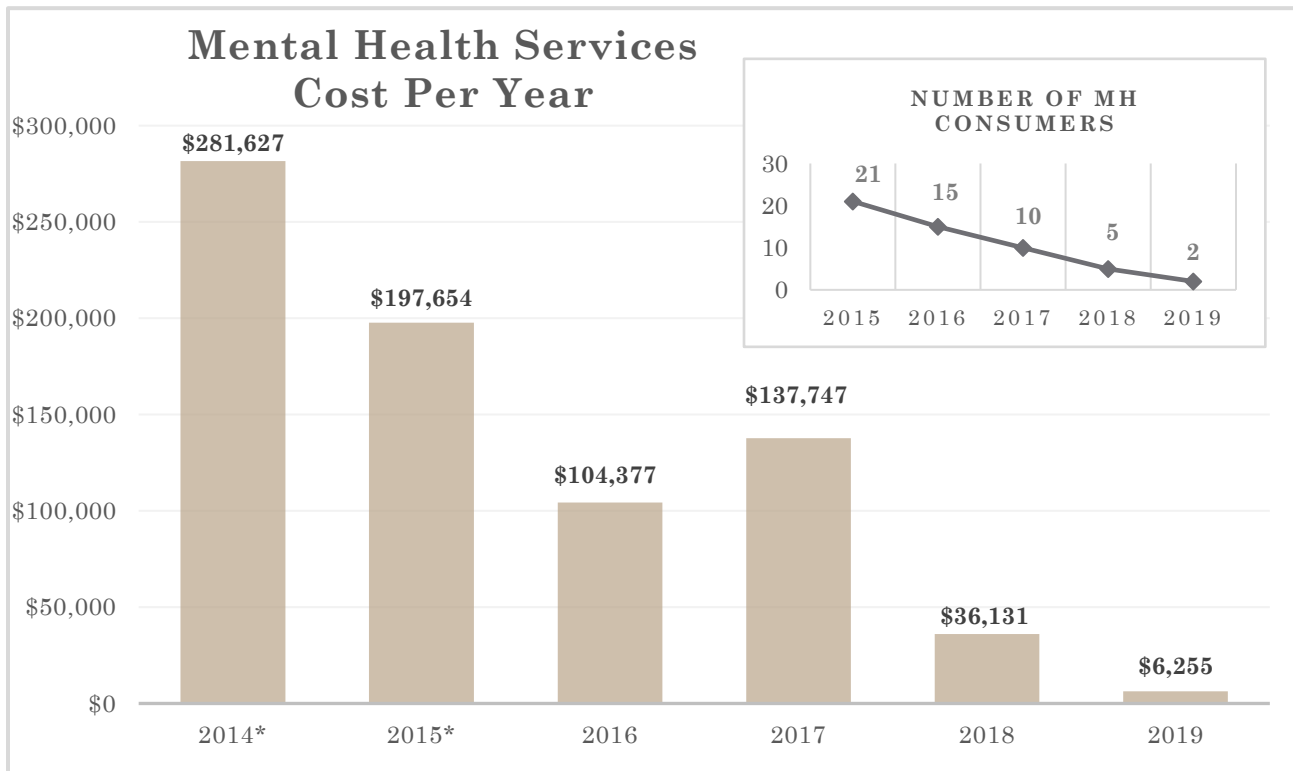
The combination of mental health and substance abuse disorders in individuals in Bayfield County can be a stubborn medical issue to address. Substance abuse often starts early in a child's life and can lead to depression and anxiety disorders that are difficult to treat. These same issues in the elderly are a growing concern as there is a lack of services for this population both locally and statewide. Long-term alcohol abuse can lead to accelerated cognitive decline and can become difficult to discern from Alzheimer's or dementia.





### Mental Health (MH):

Bayfield County funded two consumers in 2019 at a total cost of \$6,255. This 80% reduction over 2018 costs is directly tied to the number of clients that have health insurance. The Affordable Care Act has decreased Bayfield County's costs for providing necessary behavioral health services. Utilization of the Northland Counseling Crisis Bed for both adults and youth assist in keeping costs down as these services are mostly reimbursed by insurance.

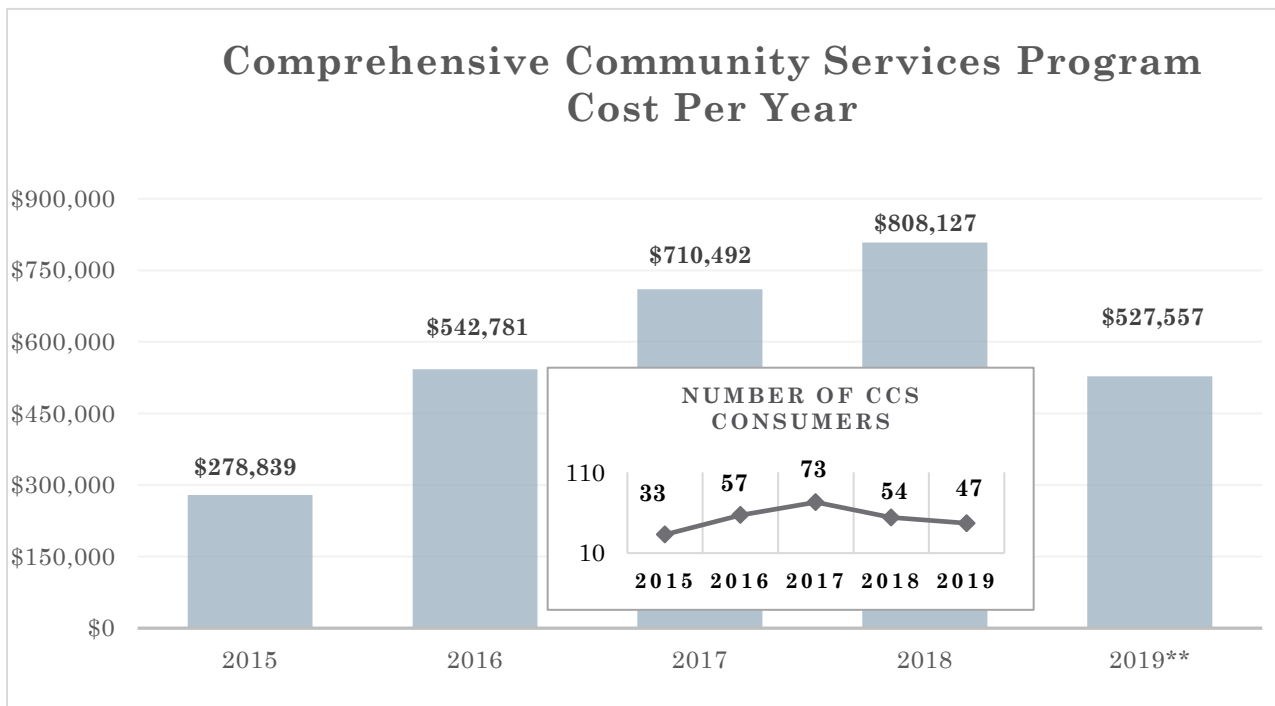


**Bayfield County Comprehensive Community Support Program (CCS):**

New Horizons North (NHN) notified both Ashland and Bayfield Counties that they would no longer administer the Comprehensive Community Support program by the end of April 2019. Bayfield County took over the CCS program starting May 1, 2019. Two Service Facilitators and a Mental Health Professional were hired to undertake this huge endeavor. Luckily, all three of these professionals had worked in the CCS program for NHN and brought their experience and connections with clients to this new program for Bayfield County. With much effort on the part of many hands, offices were created, computers and phones were installed, and staff hit the ground running.

The transition from NHN to Bayfield County was not without issues. Participants in the program disenroll due to a variety of issues. The CCS program had 47 participants served in the year. That was a 12% decrease from the 54 participants served the previous year. Along with the decrease in participants, there was a decrease in the cost of the CCS program. In 2019 Bayfield County spent \$527,557 for the CCS program as compared to spending \$808,127 in 2018. The one thing that hasn't decreased is staff commitment to serve the residents of Bayfield County who struggle with mental health or substance abuse issues and who want assistance from the CCS program. These services are vital in keeping both adults and children safe and stable in our community. The goal of the CCS program is to utilize the services and supports available for participants and in the end, reduce hospitalizations and involuntary services. This reduction in turn decreases the costs of Bayfield County's mandated expenditures. CCS can provide an array of services to Medicaid eligible adults and children such as behavioral health service planning and facilitation; medication management; physical health monitoring; psychotherapy, substance abuse counseling, daily living skill development, employment and educational supports. Individual service plans are developed based on the participant's needs and goals and are monitored by a Service Facilitator. The participant's team of providers coordinate care to work towards positive outcomes.

According to the definition from the Wisconsin Department of Health Services website (<https://www.dhs.wisconsin.gov/ccs/index.htm>) "Comprehensive Community Services (CCS) is a program that helps individuals of all ages live their best life by providing supports that address their unique needs related to mental health and substance use. CCS is intended to assist individuals who are in need of care outside of inpatient settings, but who may have ongoing needs that, if left unaddressed, could result in hospitalizations during times of crisis." Currently, 69 counties and 3 tribes in Wisconsin offer the CCS program to their residents.



**\*\*Bayfield County took over the CCS program on May 1, 2019.**

#### **Bayfield County Community Support Program (CSP):**

2019 saw a big change in the administration of the Bayfield County Community Support Program. New Horizons North had been administering the CSP program at the start of 2019 but with many issues they were facing, they gave notice in April 2019 that they would no longer be contracting to provide this service. Bayfield County contacted a local provider, Northland Counseling who was willing to administer the program. Northland Counseling has an office in Washburn as well as Ashland and had been providing behavioral health services for years to residents of Bayfield County. Northland Counseling runs the CSP program in Sawyer County so the administration and compliance with State program requirements was not a difficult transition.

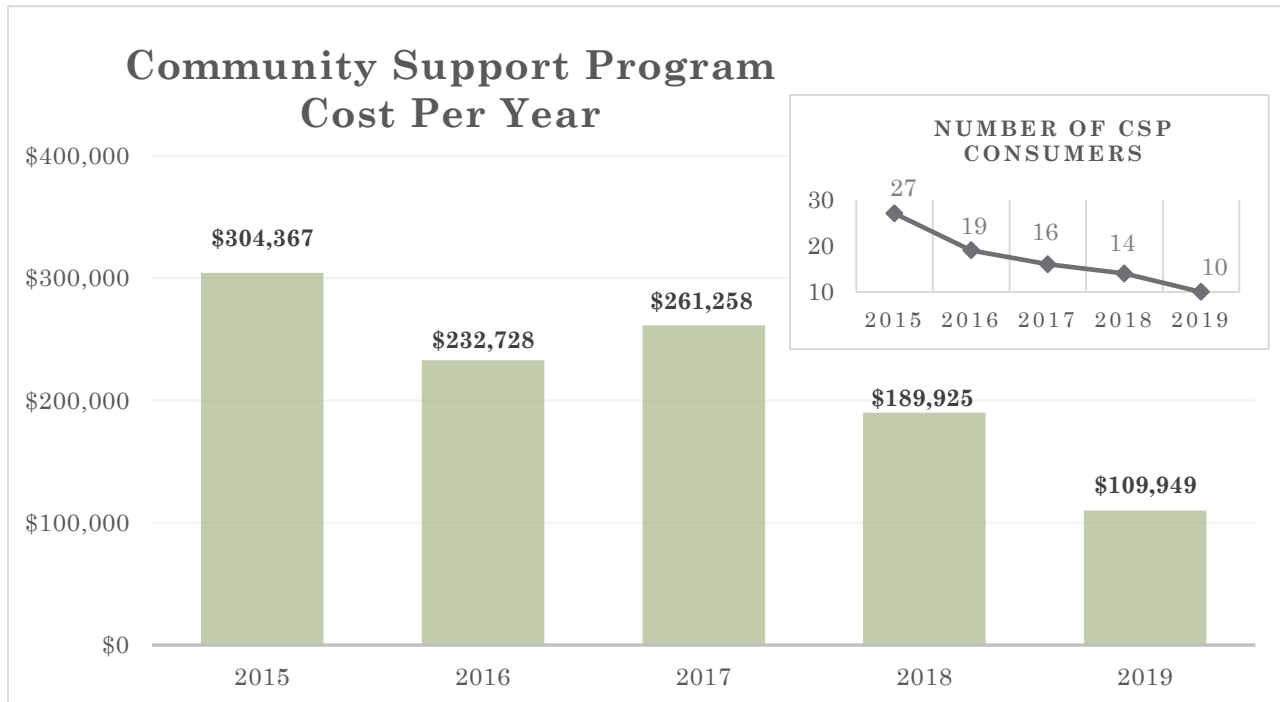
There was a decrease in 2019 to 10 consumers compared to 14 being served in 2018. At least one consumer was transitioned into Family Care due to medical issues and one decided to disenroll but keep connected with providers on their own. CSP remains a service option for individuals with significant instability due to mental health symptoms.

The CSP program through Northland Counseling is individually tailored to meet the needs of each participant. Staff meet with the individual and develop a supportive relationship. Services can be varied and tailored to meet the specific needs of the individual. Eligibility for the CSP is based on the outcome of a Functional Screen that a social worker completes; participants must have a qualifying mental health diagnosis that imposes challenges in daily



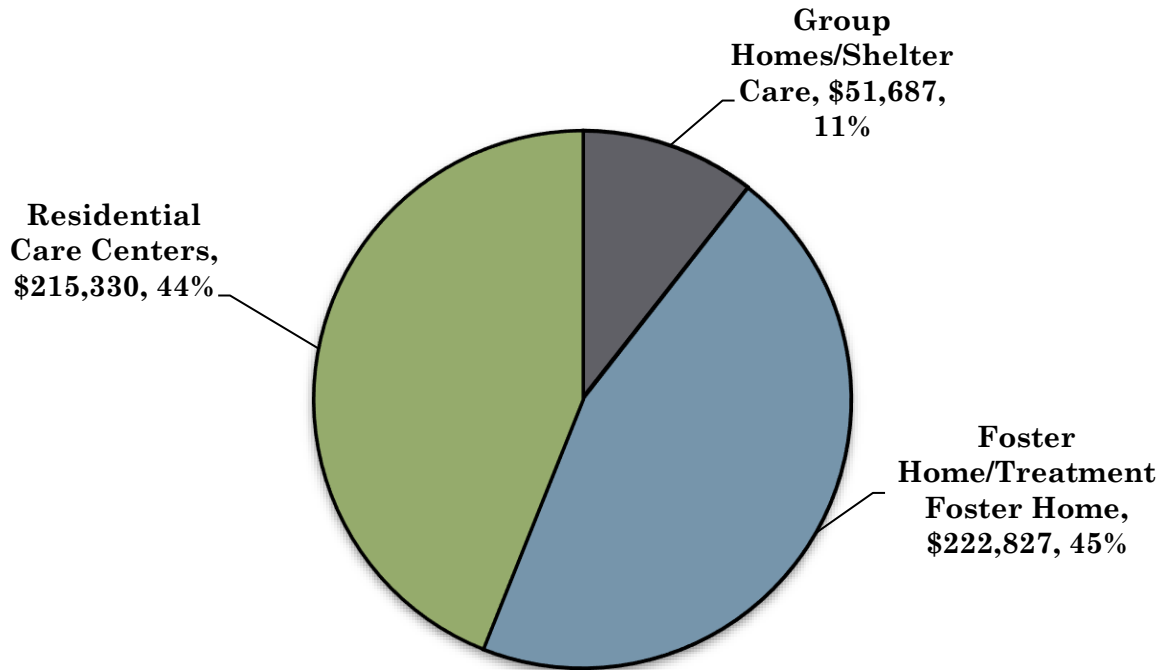
living. The goal for the program is to reduce hospitalizations or long-term institutional placements and improve overall behavioral health.

The Wisconsin Department of Health Services defines CSP as a program that “helps individuals living with severe and persistent mental illnesses to remain in the community while enhancing the quality of their lives. The goal is to reduce the need for repeated treatment and prolonged care in hospital settings. Each individual entering a CSP is assigned a case manager who develops a treatment plan with the individual, provides support and outreach, and assists in coordinating other services.”

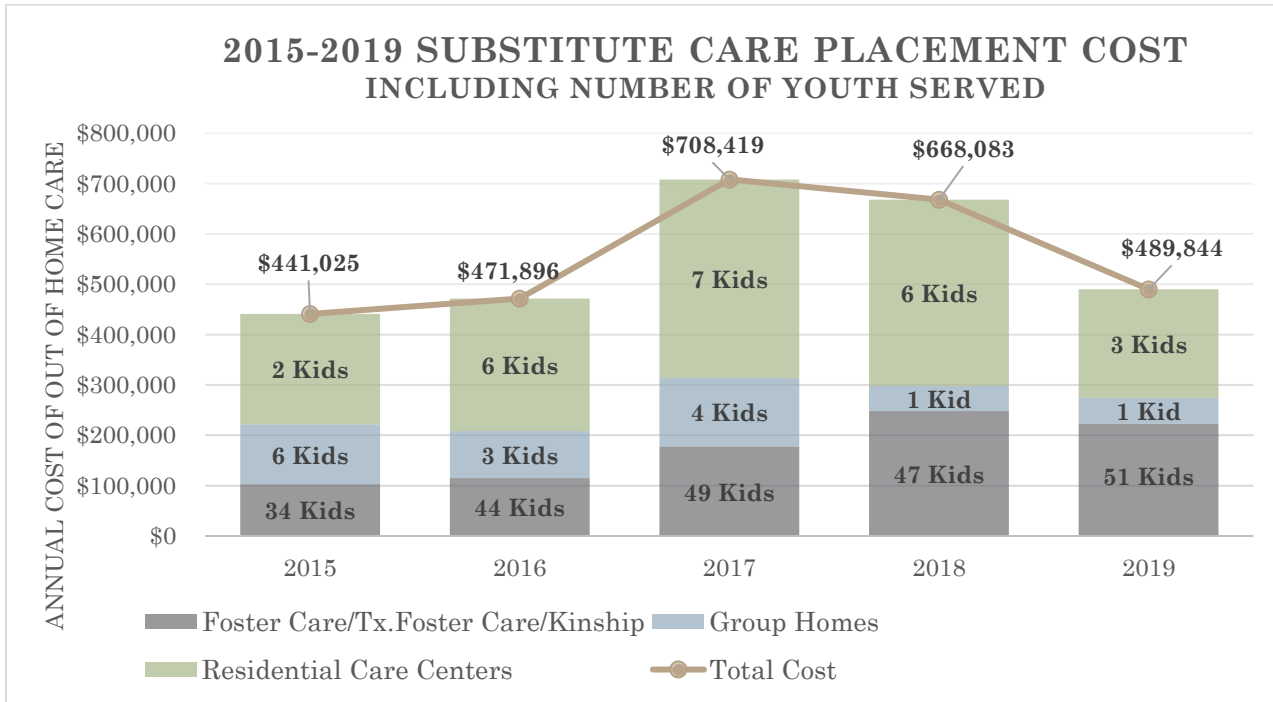


## 2019 Substitute Care Placement Cost

### Net Year Total = \$489,844



Service	2015	2016	2017	2018	2019
Corrections	\$0	\$0	\$0	\$0	\$0
Treatment Foster Home Administrative Costs	\$9,800	\$0	\$2,170	\$21,604	\$0
Group Homes/Shelter Care	\$119,238	\$93,248	\$135,711	\$49,736	\$51,687
Foster Home/Treatment Foster Home (TFH)	\$102,871	\$115,077	\$178,067	\$248,552	\$222,827
Residential Care Centers	\$218,916	\$263,571	\$394,641	\$369,795	\$215,330
<b>TOTAL</b>	<b>\$450,825</b>	<b>\$471,896</b>	<b>\$710,589</b>	<b>\$689,687</b>	<b>\$489,844</b>
Offsetting Revenues	\$29,738	\$37,485	\$34,652	\$45,794	\$36,157



## AGING AND DISABILITY SERVICES SECTION

**CARRIE LINDER, MANAGER**

The mission of the Aging and Disability Services section is to “**support independent community living by respecting personal choices**”. This is a tall order considering the dynamics behind every person staff work with. There is a fine balance of respecting how one chooses to live and considering the implications of ensuring the health and safety of those who are vulnerable. Aging and Disability Services staff do an excellent job of respecting each individual for who they are and how they navigate the many nuances of their lives.

### ADRC OPERATIONS

The new year began with the hiring and orientation of a new regional coordinator for the ADRC of the North. The previous coordinator retired the end of 2019 and had been with the five-county entity since its inception in 2010. So, there was a steep learning curve for an individual new to the ADRC concept. Unfortunately, she discovered it was not the right match for and resigned effective later in the year.

Considerable discussion surrounded the regional model of the ADRC of the North and its financial sustainability. Lacking a regional coordinator, the supervisors and directors of the five counties assisted with covering a variety of activities including advocating with WIDHS representatives for additional revenues to support the five county model, researching different phone options, compiling and finalizing a variety of reports, facilitating a discovery mission

WIDHS staff regarding the database that is currently in use; all in addition to ongoing operations.

Later in the year, it was determined that it was more financially sound to assign the regional activities to one of the five county ADRC office supervisors than to recruit and hire; Ashland County DHS representatives expressed interest in this option, which was supported by the remaining four DHS representatives.

Lastly, a contract Registered Nurse who performed Long Term Care Functional Screens, which determine functional eligibility for publicly funded long-term care services, submitted resignation effective December 31, 2019. Rather than contract this activity out, two Aging and Disability Services staff became certified and qualified to conduct the screens. This provided gross savings of roughly \$19,000 for the local ADRC budget.

#### CHILDREN'S LONG-TERM SUPPORT SERVICES

The state of Wisconsin Department of Health Services implemented two initiatives including rate setting methodology and a wait list elimination plan in 2019. Both were time consuming for the Youth Services Coordinator and several support staff. Lacking the proper tools to manage the financial aspect of the program through the transition, it was challenging to fully understand the funding received, the rates at which the vendors invoiced, and the number of units that were used. It was difficult to provide a sound fiscal outlook.

The wait list elimination project was ongoing in 2019 and continued to create both an opportunity to serve additional children from the waiting list and a capacity issue. It became apparent that one Youth Services Coordinator would not be able to continue to enroll the children from the waiting list at the rate in which WIDHS was providing funds to do so. Several vendors, including Catholic Charities, Lutheran Social Services, Headwaters, Inc. and Forward Horizons were contacted to determine interest and capacity to provide support and service coordination for the Children's Long-Term Support Services. Forward Horizons expressed an interest and conversations were pursued. A contract for Support and Service Coordination was established at the end of 2019 for services to begin in 2020.

#### STAFFING CHANGES

Staffing changes are unfortunate but an inevitable part of doing business to some degree. In the Aging and Disability Services Section, staff changes occurred in Adult Protective Services, the Elder Benefit Specialist Program, the Dementia Care Specialist Program and the Birth to Three Program. Each staffing change has a ripple effect where staff must cover program areas that may be out of their area of expertise; the manager needs to provide additional time providing orientation, support, and ongoing oversight until new staff are confident in their skills, job knowledge and abilities. In short, staffing changes detract from the overall work that is performed.

Notice of resignation from Adult Protective Services Social Worker, Jacqui Grim was received in July. She took other employment with MMC Behavioral Health Unit. Karen Bodin was offered and accepted the Adult Protective Services position. She was previously the Social Worker Aide. She performed duties for both positions until the Aide position was filled in October, at which time Michele Reiswig was hired.

Sheila Mack retired after 22 years of county service. Her position prior to retirement was as Elder Benefit Specialist. Marianne Johnson was hired and began her employment as Elder Benefit Specialist on September 30.

As previously mentioned, contract Registered Nurse Jenny Mahan, performed Long Term Care Functional Screens for functional eligibility for Family Care for the past 9 years. She submitted her resignation effective the end of 2019. This work was filled by Lindi Olson and Ann Marie Mackin, who became certified to conduct screens.

The Birth to Three Coordinator, Jennifer Leask, submitted her resignation in October. She took employment with the Red Cliff Tribe as the Early Childhood Center Director. This is a contract position with Ashland County DHS; they hired Laura Westerlund early in 2020.

#### OUTREACH ACTIVITIES

Providing outreach and education to the greater community is a cornerstone of the Aging and Disability Services Unit. These activities help ensure that people, no matter who they may be: a caregiver, friend, neighbor, physician, son, daughter, spouse, EMT, or person themselves needing assistance know where to go. Here is a sampling of activities carried out in 2019:

Publication of the Living Well newsletter occurred two times in 2019. It was sent out to a list of close to 300 individuals; it was sent electronically to another 150 people; 350 copies were distributed to a variety of locations where public information is readily available. In 2019, a page in the newsletter was dedicated for including tribal information.

The Red Cliff Tribal Aging and Disability Specialist position was vacant much of 2019. In order to ensure tribal members were informed of services and resources available, ADRC staff and Adult Protective Services staff attended the elder meal site on several occasions. Representation at the tribal health fair also took place.

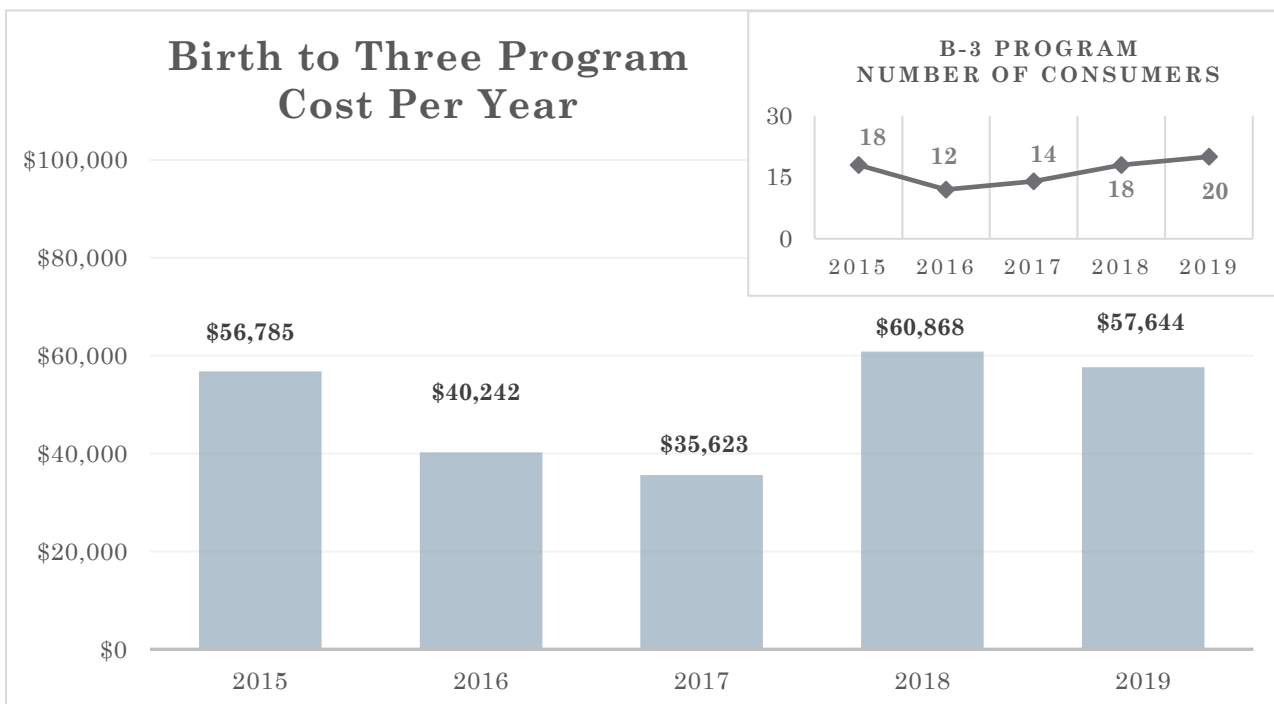
A presentation of what ADRC services are available was provided to the Elder Benefit Specialist, Medical Benefit Specialist, and Disability Benefits Specialist staff of the Great Lakes Inter Tribal Council. Representation consisted of several tribes. It was an interactive session and mutually beneficial for all professionals in attendance.

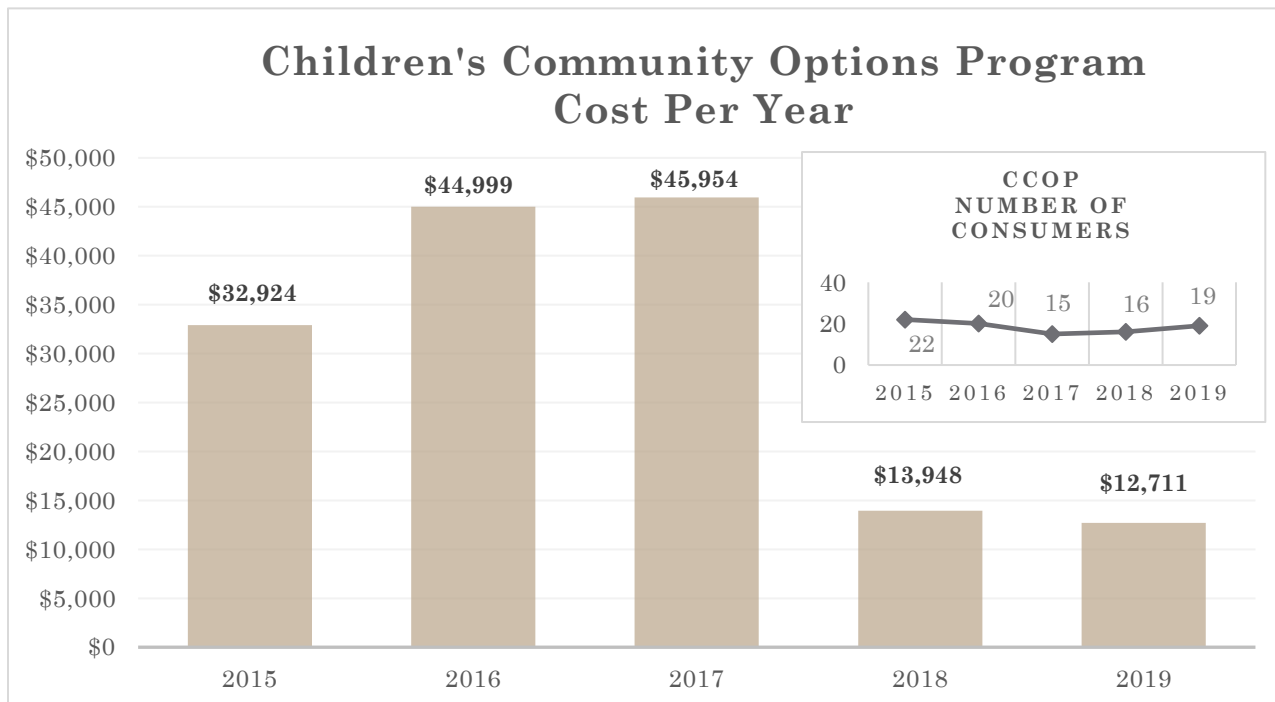
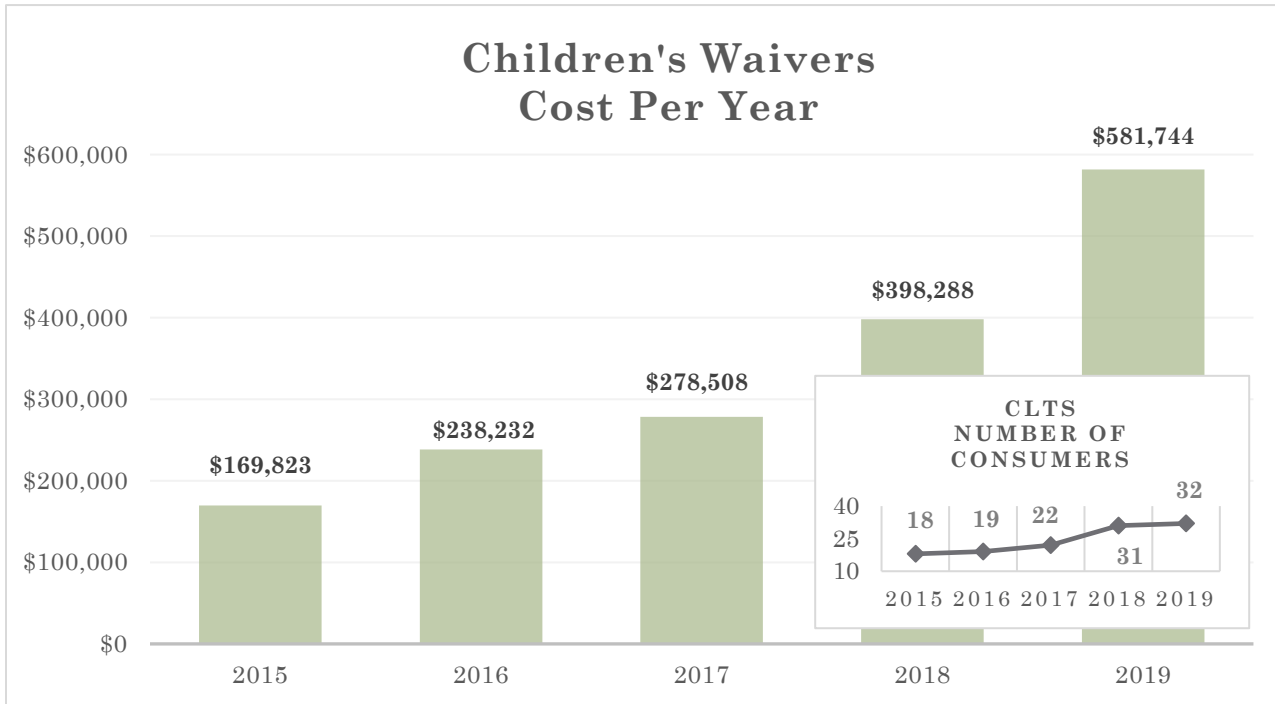
Every year, June 15 is World Elder Abuse Awareness Day. Adult Protective Services Social Workers investigated a total of 116 reports of abuse and/or neglect in 2019. This includes those who may need protective services but do not meet the level of need per Chapters 54

and 55 of Wisconsin Statutes, which would involve court proceedings. To bring awareness of various forms of abuse, neglect and vulnerability, the following activities were carried out:

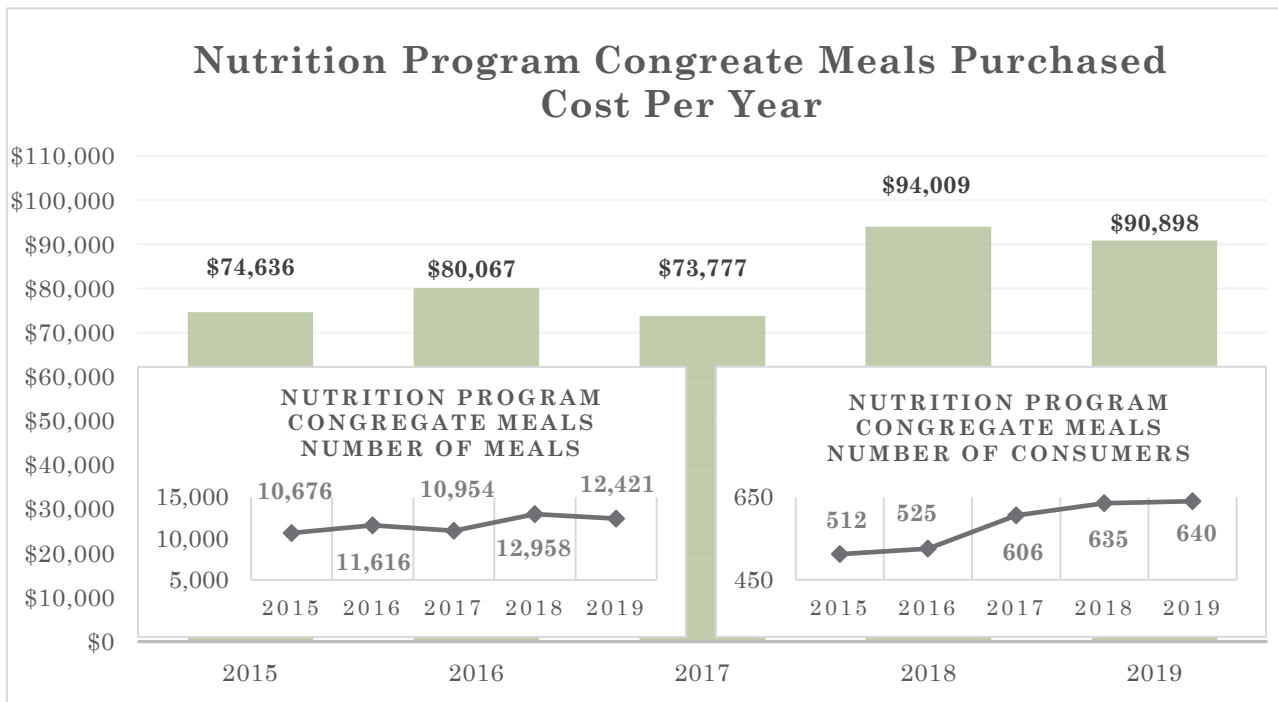
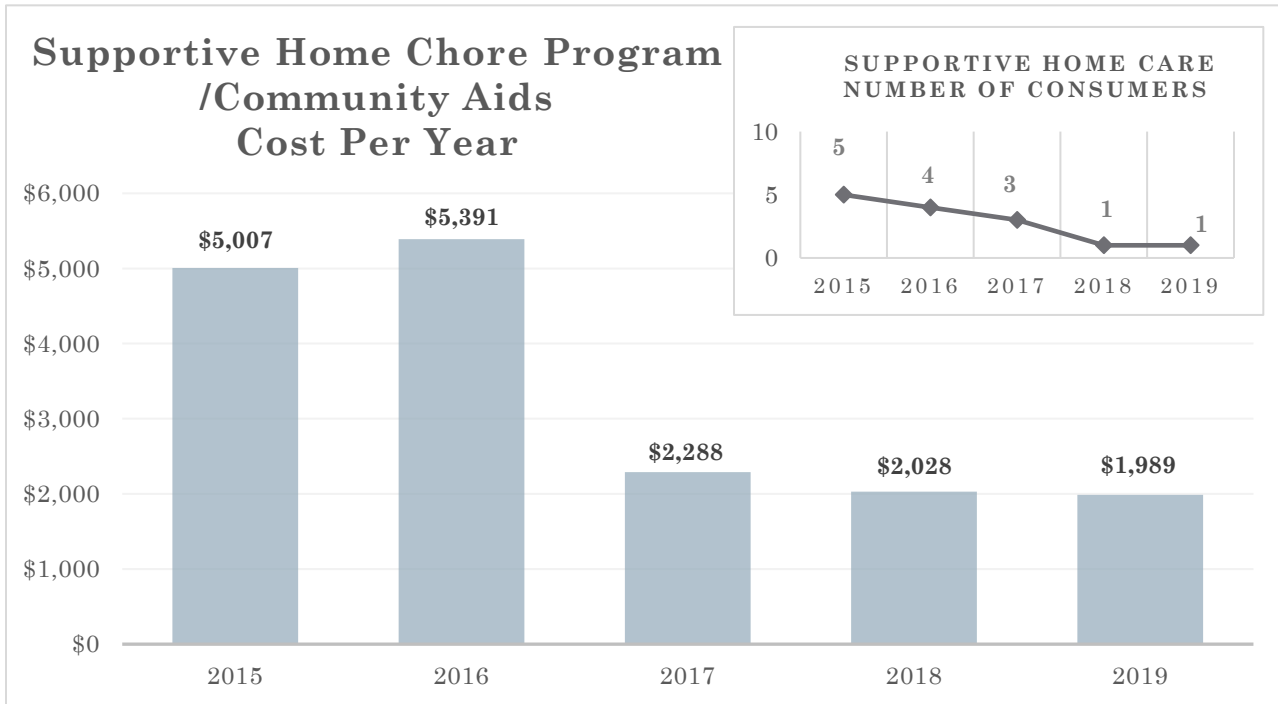
- Drug drops at all senior meal sites (thank you Bayfield County Sheriff's Office)
- The pinwheel display on the courthouse lawn
- Placement of 150 posters throughout the county
- Participation in a special event with Red Cliff tribal agencies at Legendary Waters

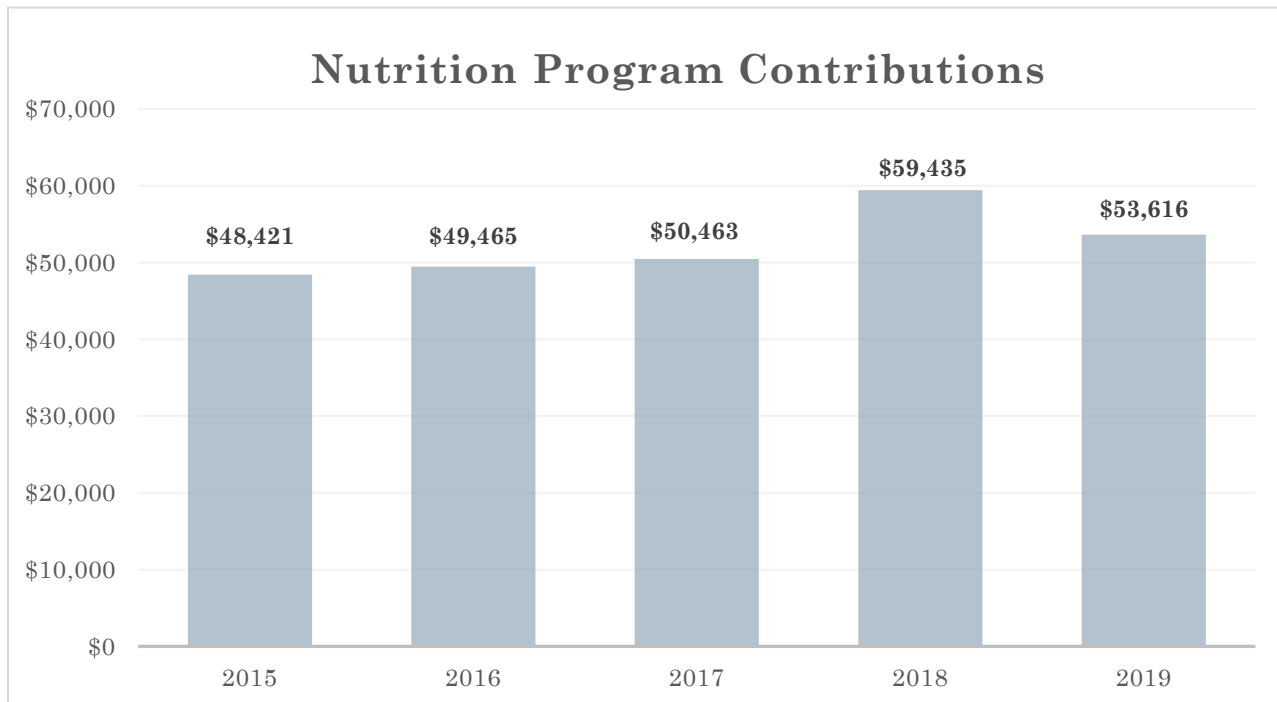
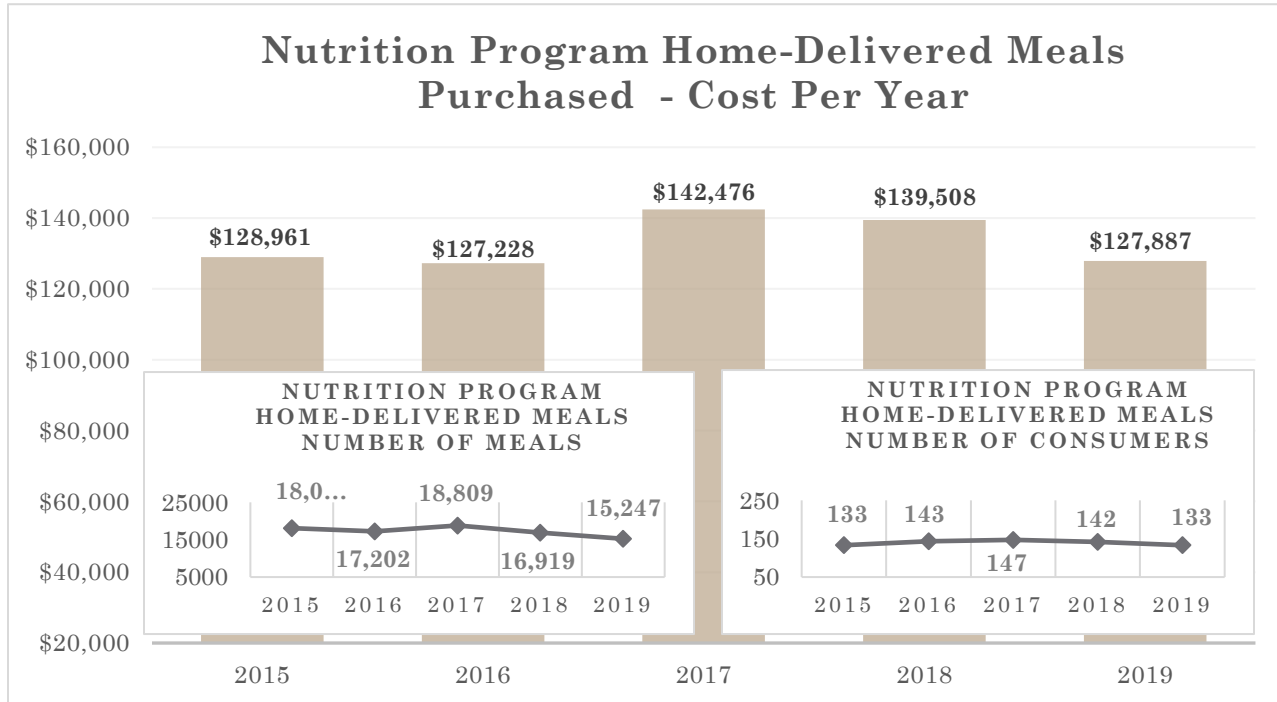
Outreach for the year ended with the newly hired Elder Benefit Specialist (EBS) spending the first several weeks of employment with Bayfield County assisting seniors With Medicare Part D during the annual open enrollment period, which ended December 7, 2019. Prior to open enrollment beginning, the EBS trained a handful of AARP volunteers, who assisted with running the plan finders for 105 individuals.

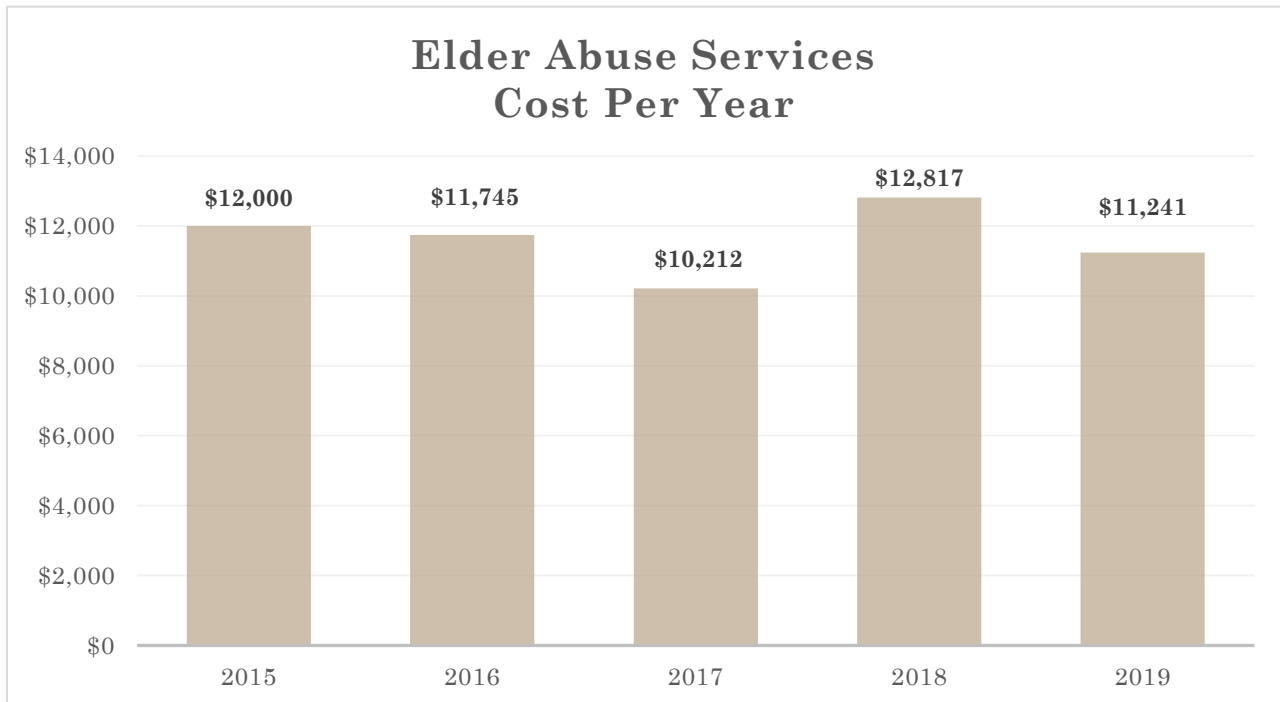
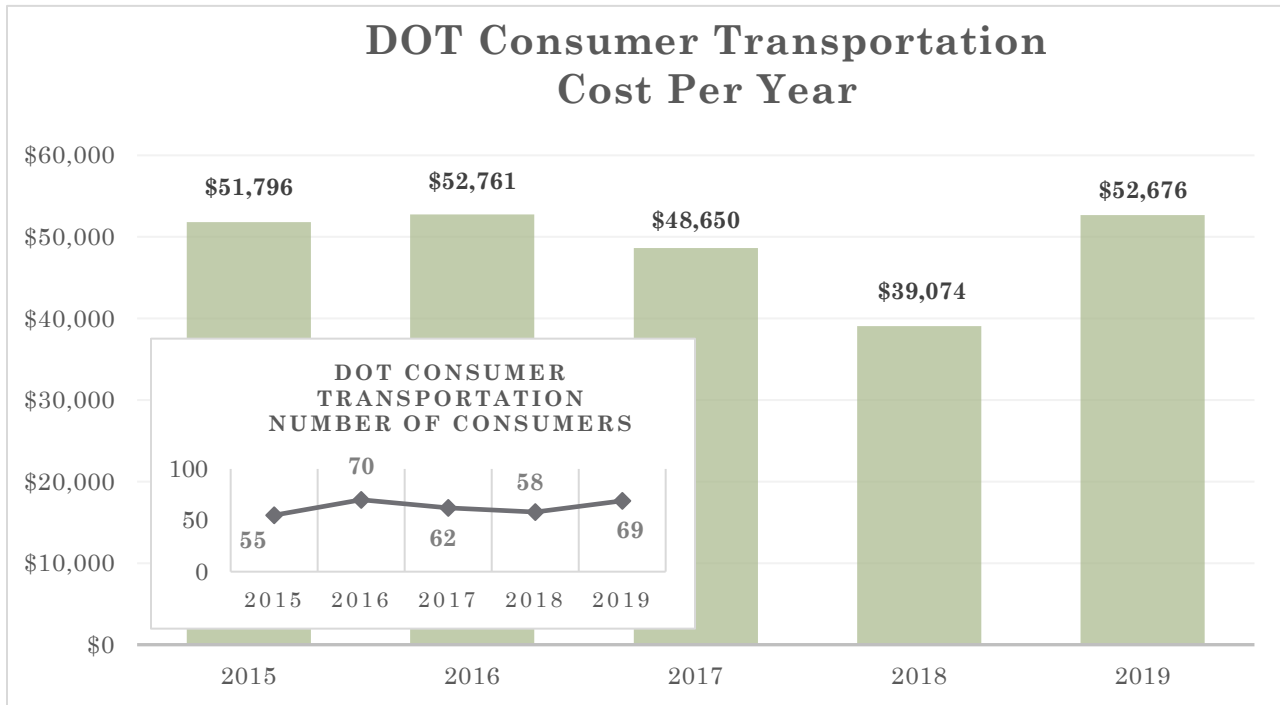


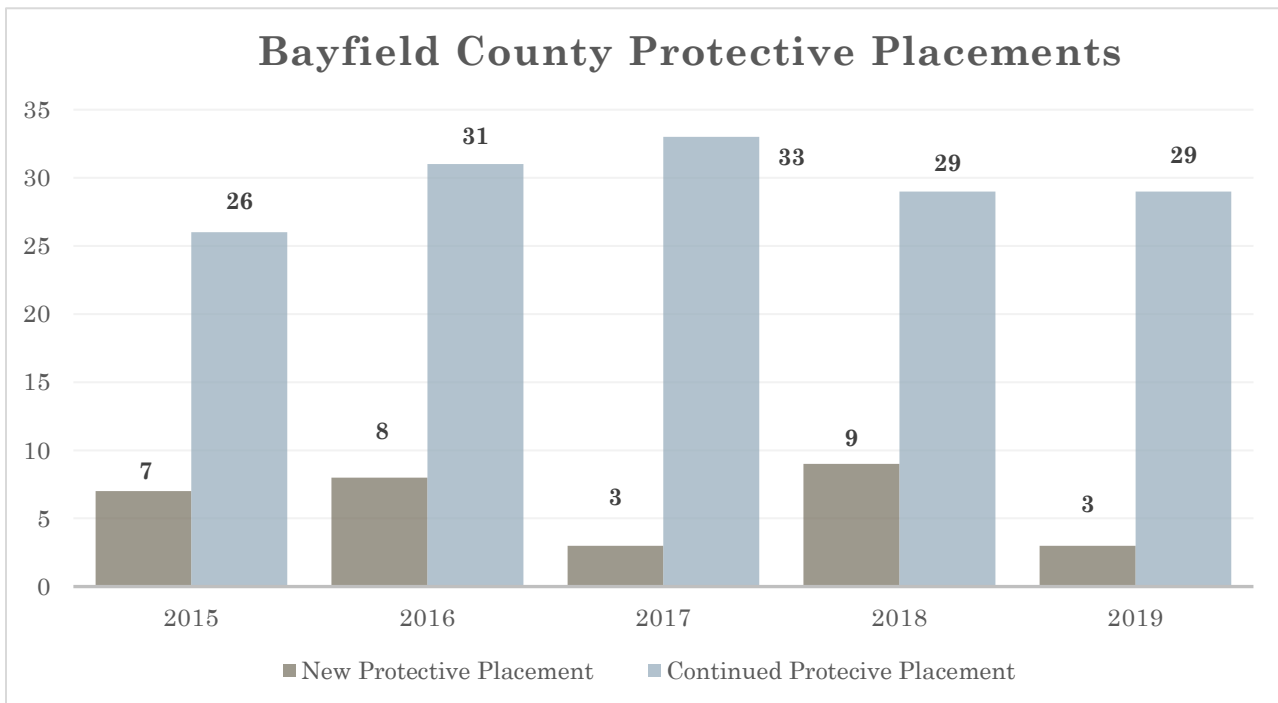
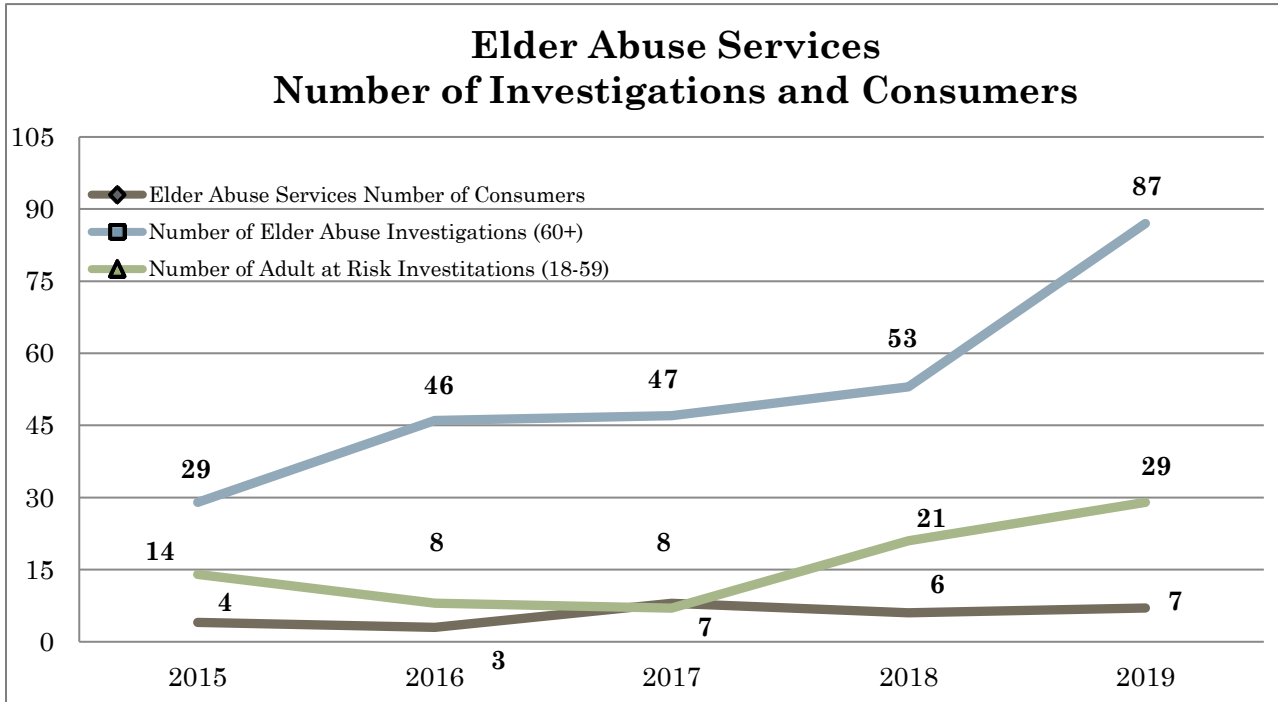












## DEPARTMENT OF HUMAN SERVICES CALENDAR YEAR 2019 ACCOMPLISHMENTS

- √ *Improved customer service in the Department by developing and implementing a process to provide annual training to 100% of DHS staff for Clients Rights and Grievance Policies and a method to ensure annual compliance.*
- √ *Improved customer service to regional Public Assistance customers by increasing benefit payment accuracy. Facilitated a new training initiative of team-based meetings in the Northern Income Maintenance Consortium (NIMC) to accomplish this goal.*
- √ *Improved public awareness and access to the Wisconsin Home Energy Assistance Program by expanding public outreach. Increased distribution of program materials, public services announcements, and assigned staff to promote the program and services.*
- √ *Improved services to regional Family Care and long-term health program members by developing a specialized team of skilled Income Maintenance workers to administer benefits to these populations.*
- √ *Improved services to seniors in Bayfield County by partnering with AARP to train five volunteers and expand service to an additional 45 individuals who received assistance during Medicare Part D Open Enrollment.*
- √ *Implemented the state's new uniform rate setting methodology to 100% of affected providers to comply with changes to the Children's Long-term Services (CLTS) program.*
- √ *Improved services to Tribal seniors residing in Bayfield County by partnering with the Red Cliff Elderly Program and the Red Cliff Housing Authority to include tribal information in the distribution of outreach materials and including it on an ongoing basis in the marketing plan.*
- √ *Initiated the process of improving services to individuals with mental health and substance use disorders by assuming the administration and stabilization of the Comprehensive Community Services (CCS) program.*
- √ *Improved the lives of children placed out of home by meeting six times in 2019 with the Red Cliff Tribe Indian Child Welfare staff and the state Permanency Planning Specialist to identify and explore permanency options, such as adoptions, customary adoptions, or reunification.*

## DEPARTMENT OF HUMAN SERVICES CALENDAR YEAR 2020 GOALS

- √ *Improve services to 100% of new staff by updating the orientation packet to reflect current County and Department policy and procedures.*
- √ *Improve access to records and compliance with program requirements by developing record storage and retention procedures for 100% of archived Community Support Program (CSP) files and for 100% of new and archived Comprehensive Community Services (CCS) files.*
- √ *Preserve continuity of quality customer service to individuals and families who access the Department by updating all Support Services staff job procedure binders anticipating turnover due to retirements.*
- √ *Improve customer service to regional public assistance customers by improving the job skills and local productivity of workers by requiring 100% of Economic Support worker to complete a minimum of three Income Maintenance Refresher Training courses offered on the State Department of Health Services website.*
- √ *Improve public awareness and access to the Wisconsin Home Energy Assistance Program by expanding public outreach and marketing efforts. Increase the number of household applications by a minimum of 5% over the previous year.*
- √ *Improve public awareness by providing updates regarding Economic Support programs to the County website by either providing an update or a new article specific to Public Assistance Programs on a monthly basis.*
- √ *Establish and direct a Transportation Coordination Committee to analyze results from the transportation survey; identify transportation needs and preferences, and develop a plan to improve the infrastructure of public and specialized transportation options in Bayfield County.*
- √ *Improve and expand services to participants of the Comprehensive Community Services (CCS) program by increasing direct services and the number of individuals enrolled in the CCS program by a minimum of 5%.*
- √ *Improve the quality of services to CCS participants and program compliance by increasing Department CCS staff and hiring a CCS Supervisor/Mental Health Professional and another half-time CCS Service Facilitator.*

- √ *Increase the number of referrals and admission to the CCS program of behavioral health clients that are involuntarily hospitalized and on court orders for services by increasing outreach at MMC and facilitating enrollment of at least five individuals in 2020.*
- √ *Better meet the needs of juveniles by having 100% of youth justice workers trained by the state on the Youth Assessment and Screening Instrument (YASI), which assesses the youth's needs, risks, and chances of reoffending.*
- √ *Improve permanence for children placed out of care by partnering with the new state regional Permanency Specialist and Red Cliff Indian Child Welfare to move at least three children placed in foster care into permanent family settings through either customary adoption or reunification.*

## DEPARTMENT OF HUMAN SERVICES CALENDAR YEAR 2019 PERFORMANCE INDICATOR(S) / SUMMARY

### AGING AND DISABILITY SERVICES

Carrie Linder, Manager

#### Disability Benefit Specialist:

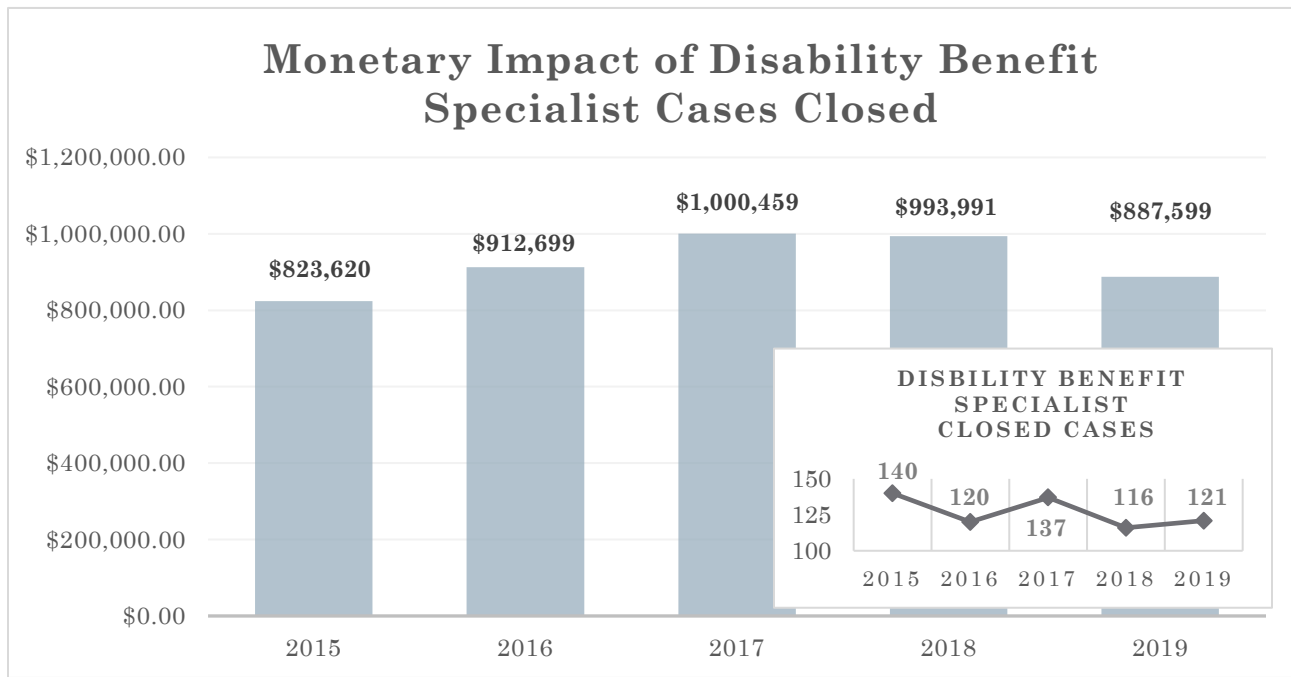
A Disability Benefit Specialist (DBS) provides free confidential services to individuals, ages 18 – 59 with a physical or developmental disability, mental illness, or substance abuse disorder. The DBS answers questions related to Social Security, Medicare, health insurance and/or other public and private benefits. They also provide assistance to those who have barriers to access benefits that they are eligible for.

Tracking the activities of the Disability Benefit Specialist (DBS) Program will provide a measurement to gauge the efforts, activities, and success of the DBS. It will also provide an idea of the financial impact due to the efforts of the Disability Benefit Specialist.

2019 data comes from the internet-based DBS Secure Website. This database is used exclusively by Disability Benefit Specialists throughout the state and includes data pertinent to individual caseloads as well as aggregate information.

Per the Summary Report, the Disability Benefit Specialist closed 121 cases with a total positive monetary impact of \$887,599 in 2019. Of the 121 cases closed, 84 (69%) were disability applications filed with the Social Security Administration. Fourteen (12%) cases were referred to a private attorney for further assistance. The Disability Benefit Specialist provides individuals with assistance on both the first and second appeal when applying for a disability determination with the Social Security Administration. If the decision needs further work in a third appeal, the DBS is required to turn the case over to private practice. If that private practice attorney is successful in assisting the individual to obtain a disability determination, it is not reflected in the overall monetary impact of this program. In summary, each closed case (of which there were 84 in 2019) represents an average of \$10,567.





#### **Aging and Disability Resource Center:**

Aging and Disability Resource Centers (ADRCs) provide accurate, unbiased information and assistance to access community resources for older people and people with disabilities. Personalized assistance is provided by the ADRC staff, over the telephone, on the website, or at an individual's home. Information on a broad range of programs and services is available to any elderly or disabled individual, their friends and family members, professionals, and the general public. ADRC staff provides options counseling and assist people in applying for programs or benefits. The ADRC also serves as the access point for publicly-funded long term care.

Data collection for each ADRC activity includes the age of the individual, a disability type, the gender, caller type, and at least one call topic and ADRC outcome. Call topics can include abuse and neglect, adaptive equipment, Alzheimer's and other dementia, assisted living, caregiving, complaints, end of life, home services, housing, mental health, nursing home, public benefits, transportation and unmet needs. ADRC outcomes can include general information and assistance, options counseling, assistance with Medicaid applications, enrollment counseling, long-term care functional screen administration, follow up, and disenrollment counseling. Neither list is complete, but rather a sample of the many areas of interest and concern needing attention by those accessing the ADRC.

Statewide data indicates that the most frequently selected ADRC activity is information and assistance; this continues to be consistent for Bayfield County. The number of Information and Assistance units increased by 14% in 2019. Total enrollments into Family Care or IRIS were

48 in 2019, 56 in 2018, 69 in 2017, and 60 in 2016. There is a slight decrease in the number of enrollments in 2019. This is consistent with the number of units for “Functional Screen Administration and “Assistance with Medicaid Application”, which are also lower in 2019 (177 and 95 respectively). The total units of activities (2281) increased slightly, which can correspond to more complex activities ADRC staff worked on with individuals needing assistance and/or an increase in the overall number of individuals accessing the ADRC to help them sort out their affairs. Follow up activities have decreased over the course of the last 5 years; 2019 saw a very small increase (from 24 to 27 units). The primary purpose for this activity is to determine if the information presented to a caller was helpful. Staff report they are extremely busy with the referrals coming in and tend to put this activity aside to do later. On a positive note, customer satisfaction surveys are conducted by WIDHS on a regular basis and Bayfield County consistently ranks high in customer satisfaction.

The overall number of activities has decreased over the past 5 years. This can be attributed to several things including continuous change by WIDHS is how data is collected, trends in the type of services provided, the measurement of units (individual activities vs. time) saturation in the scope of assistance needed by the public. Because of this, different ways in which to measure the activities provided by the ADRC are being pursued. One thing is for certain is that the number of units of Information and Assistance provided remains strong. That service increased by 35% in the past year.

The definition of each ADRC activity is listed below:

Disenrollment Counseling: Provides information regarding consequences to disenrollment and alternative choices to customers who choose voluntarily disenrollment from Family Care or IRIS; provides counseling to customers subject to involuntary disenrollment

Enrollment Counseling: Helps eligible customer complete application and enrollment process for Family Care or IRIS

Long Term Care Functional Screen: Conducts screen

Assistance with Medicaid Application: Helps customer apply for Medicaid

Follow Up: Contacts customer to determine if their needs were met

Private Pay Options: Helps customer identify accessible service options for which they will pay

Options Counseling: Helps customer evaluate and analyze long-term care service options

Information and Assistance (I&A): Listens to customer inquiry, assesses customer needs, connects the customer to service providers, or gains information to meet customer’s needs

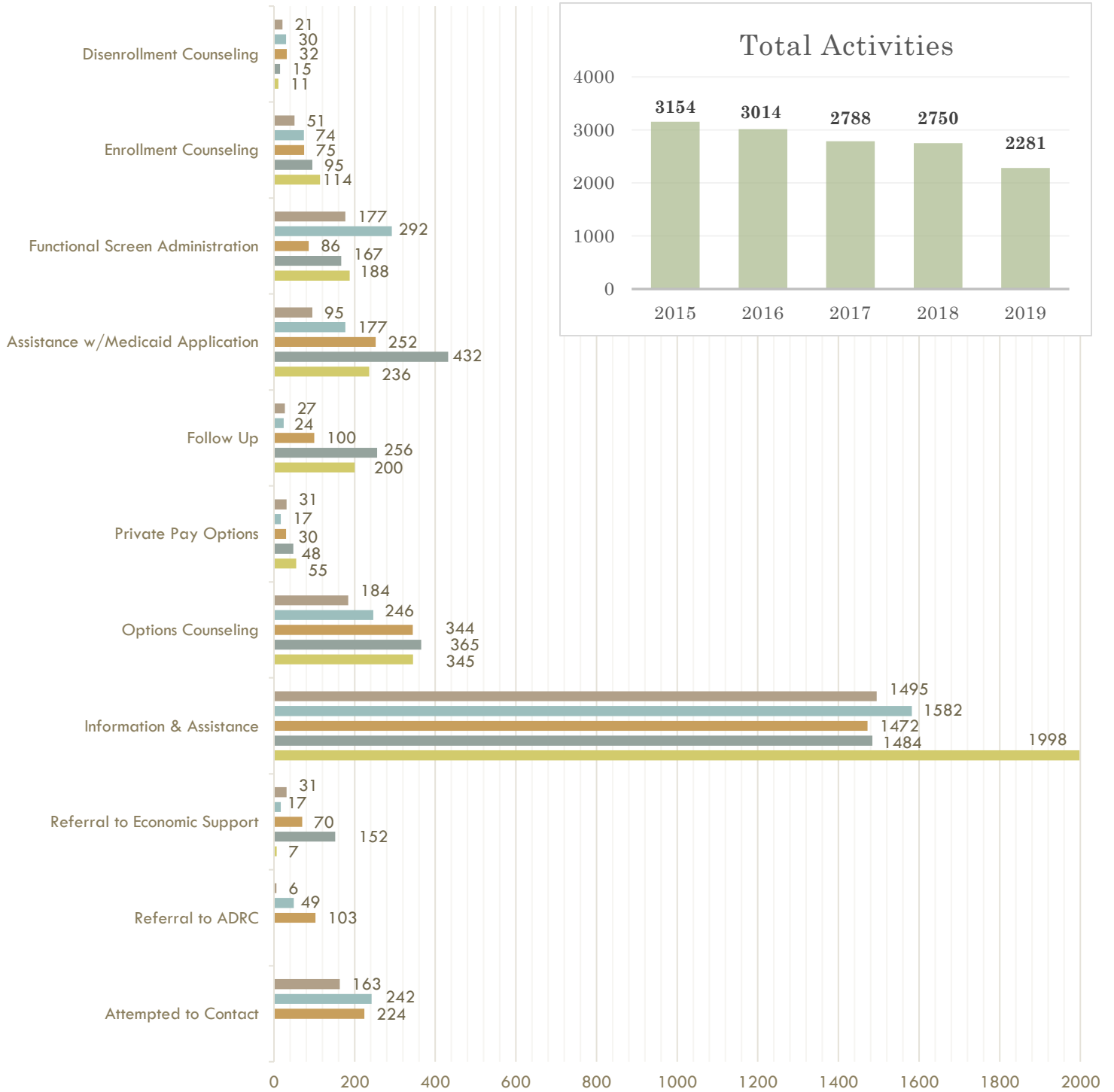
Referral to Economic Support: Refers customer to Economic Support

Referral to ADRC: Used when referrals are coming to the ADRC from another ADRC and for referrals going to other ADRCs

Attempted to Contact: ADRC staff attempt to contact an individual but communication did not occur.

# Aging and Disability Resource Center (ADRC) Activities

■ 2019 ■ 2018 ■ 2017 ■ 2016 ■ 2015



## FAMILY SERVICES

*Cheryl Hanson, Family Services Manager*

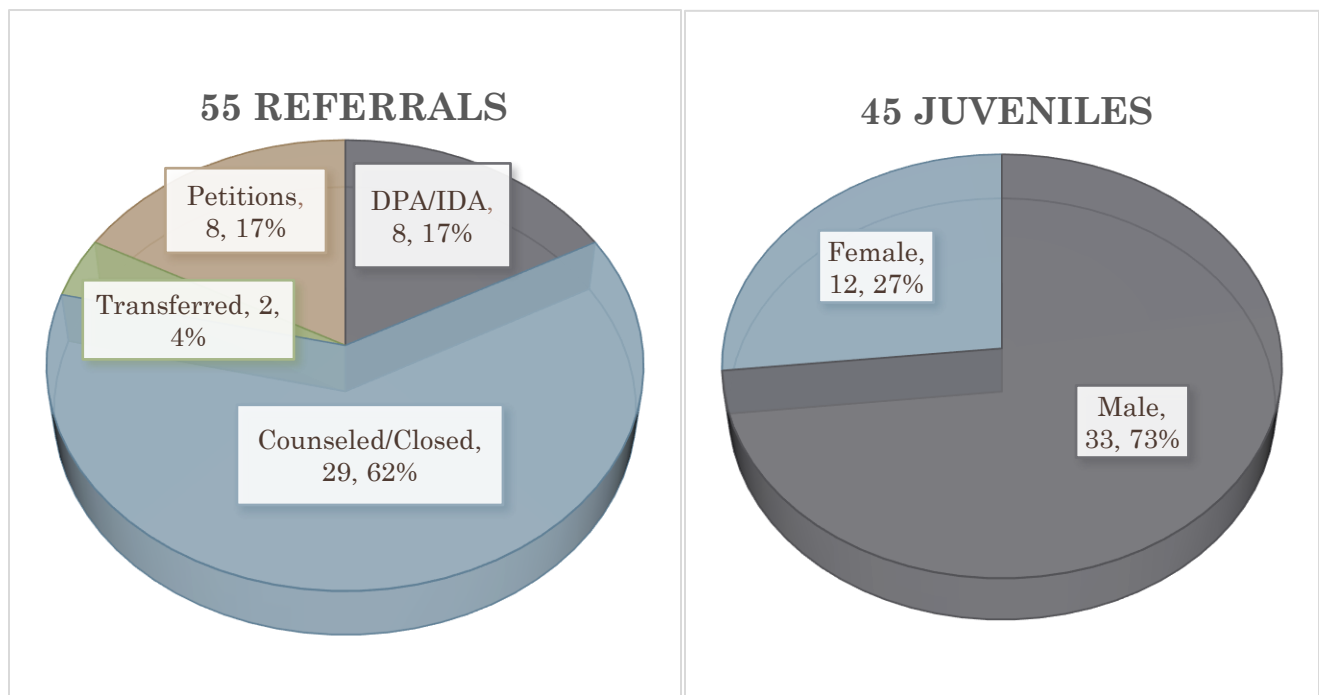
### Juvenile Justice Program Update:

Bayfield County Juvenile Court Intake referrals decreased in 2019. A total of 55 referrals were received, a 3% decrease between 2018-2019. Referrals were made on 33 males and 12 females and 10 youth had multiple referrals. The primary offenses that referrals were made on were Disorderly Conduct (10), Truancy (10), Possession of Child Pornography (7), Sexual Assault of a Child (6), Battery (5) and Representation Depicting Nudity (4).

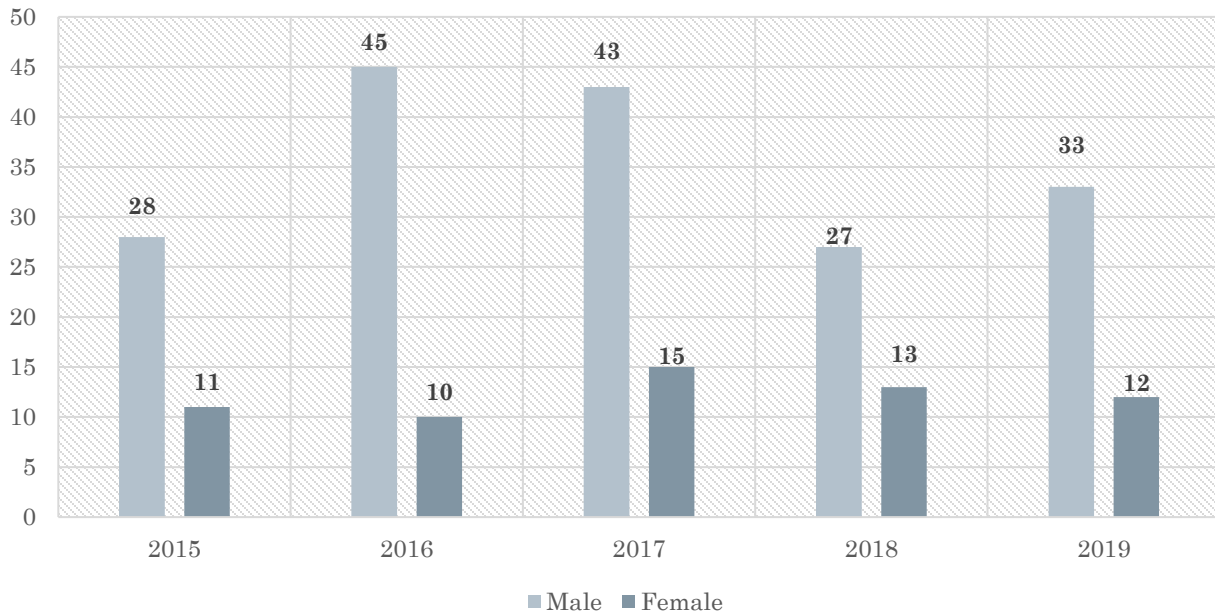
The Bayfield County Juvenile Court Intake worker processes referrals by mailing out victim statements and setting up Juvenile Court Intake interviews with children and their parent(s). 29 referrals were recommended to be counseled and closed at the time of intake; eight youth were placed on Deferred Prosecution Agreements/Informal Dispositional Agreement (DPA/IDA); eight referrals were sent up to the court to have petitions filed; two referrals were transferred out of Bayfield County and to the primary county of residence.

Bayfield County used secure juvenile detention facilities for four youth throughout the year for a total of 43 days; no juveniles were sent to Lincoln Hills or Copper Lake Schools during 2019.

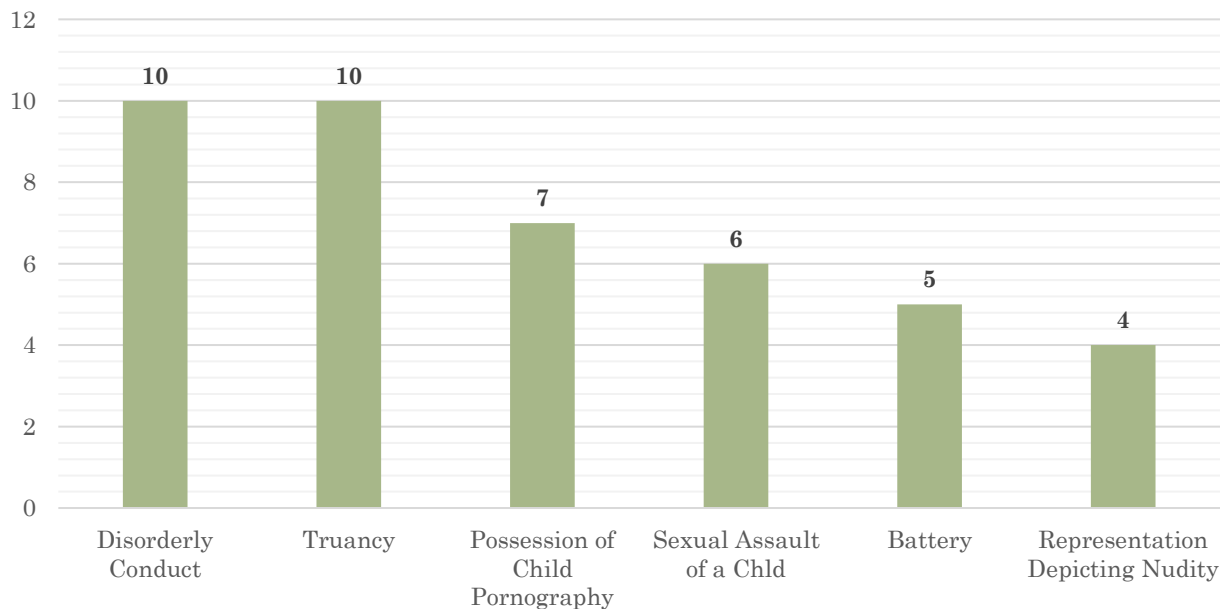
### JUVENILE COURT REFERRAL NUMBERS JANUARY – DECEMBER 2019



### Juvenile Court Referrals 2015-2019



### 2019 Most Common Juvenile Court Referrals by Crime



### **Bayfield County Out of Home Placements:**

Throughout 2019 Bayfield County had 16 children placed in out of home care due to child abuse, neglect and/or maltreatment. Some of these placements last only days, some are longer. This number reflects a 30% decrease from 2018, when the County had 23 children in out of home placements. This decrease may be due to many factors. Utilization of the Family Specialist as in an “in-home barometer” allows us to have eyes in the home to assure safety making removal less necessary. Social workers utilize in home safety plans to add additional supports for families struggling with safety issues. Research shows that the removal of children creates trauma and Bayfield County social workers are committed to reducing the impact of safety issues in the home by keeping children safe and with their families. This process is labor intensive, but it pays off by keeping families together. In Bayfield County we continue to see that the biggest factor in the maltreatment of children is untreated substance abuse and mental health issues. Assuring safety means that these needs must be addressed.

The Red Cliff Tribal Court had 26 in placements in 2019, an increase of 7% in 2018.

The Tribe is actively working on moving children from being placed in tribal foster homes to a more permanent situation through the Red Cliff’s customary adoption process. Unlike in the standard adoption process, customary adoption does not terminate parental rights but rather suspends parental rights. This allows the child to keep their connections to family members and the Tribe supporting cultural and familial continuity. Family Services staff partner with Red Cliff Indian Child Welfare staff to foster safety and permanence for these Bayfield County children. Red Cliff ICW and Family Services staff meet regularly with the State Permanency Specialist to discuss planned outcomes for children in out of home care. Our shared goal is placement in a permanent home that the child can thrive in and call home. It bears to keep in mind that the Red Cliff Tribal Court places children out of home, but the financial responsibility of those placements falls on Bayfield County.

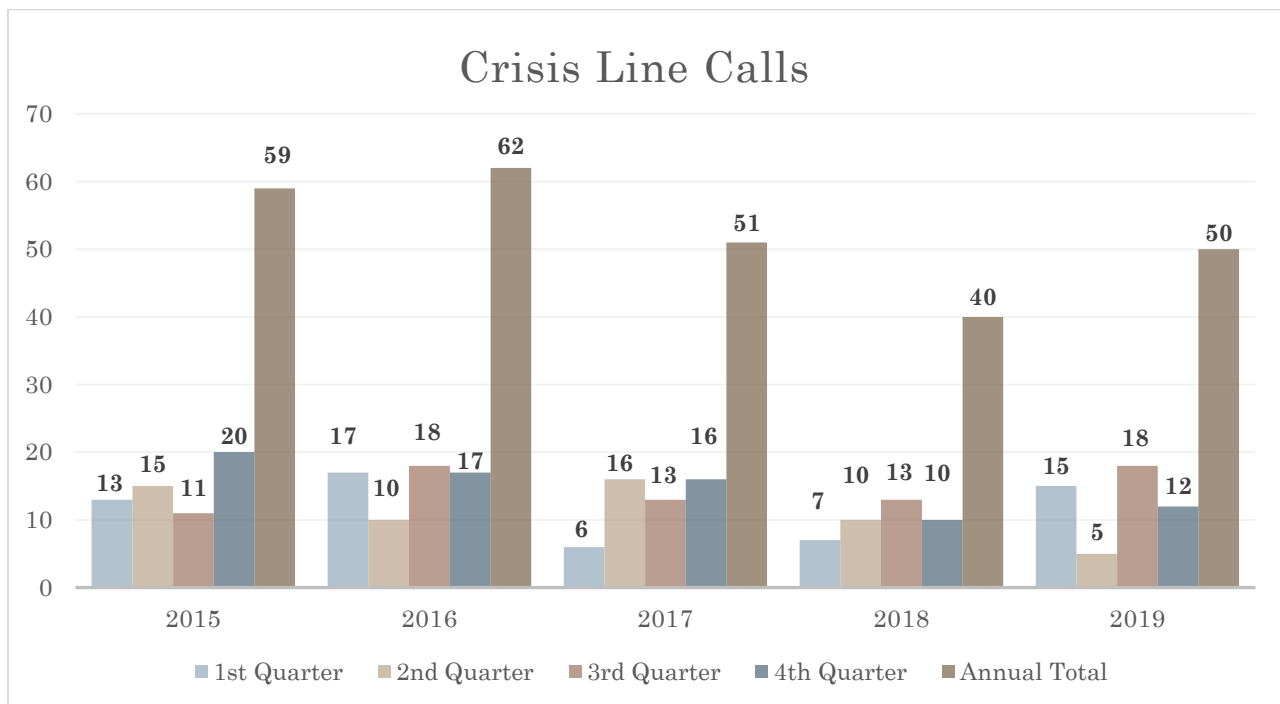
Voluntary Kinship Care: Bayfield County had six children living with relatives who were eligible for Voluntary Kinship Care payments in 2019. The State determined monthly support provided to each child increased in 2019 to \$238 a month; this was a \$6.00/month increase over 2018. Total expenditures for Kinship Care in 2019 was \$11,956. Bayfield County continues to not have a waiting list for this program in 2020.

### **Bayfield County Crisis Line:**

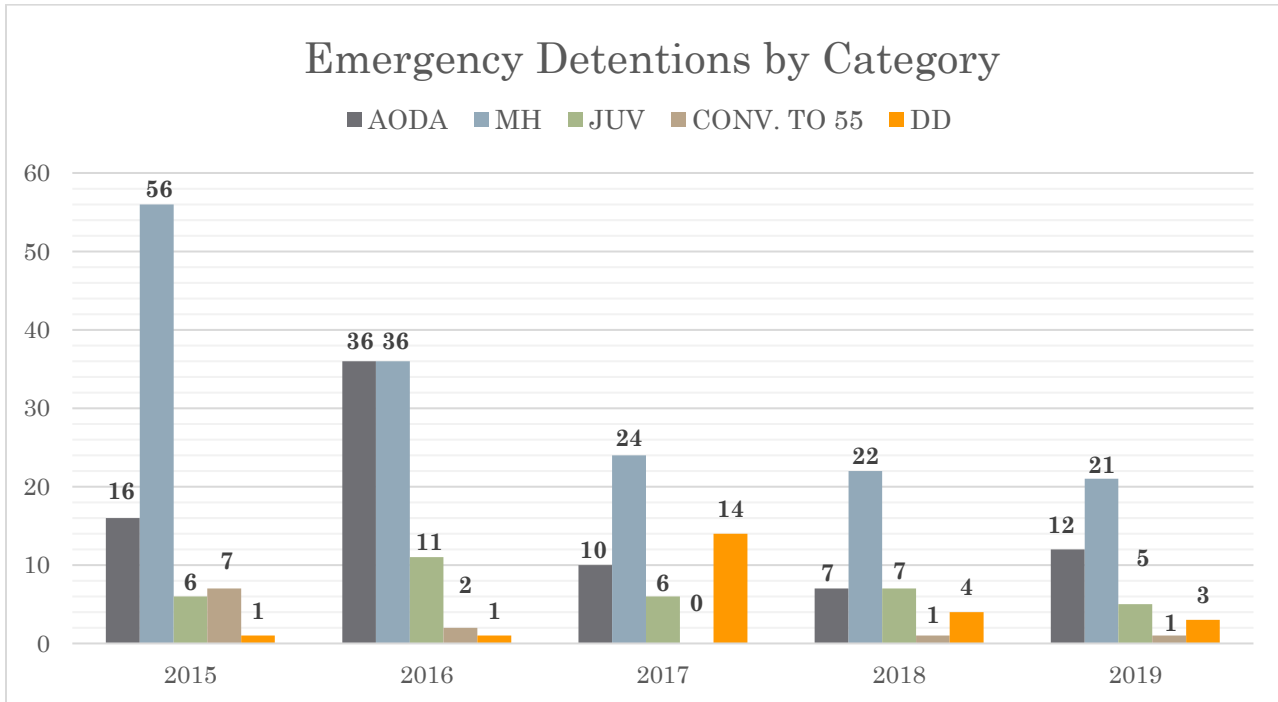
Family Services of the Northeast Wisconsin continues to provide Crisis Line services for Bayfield County residents in 2019. The Crisis Line is a shared program between 12 counties in Northern Wisconsin. It is available toll-free 24 hours a day, seven days a week and 365 days a year to receive calls from people experiencing a mental health issue or any kind of

emotional distress. Callers will be immediately connected with a mental health professional who can offer support or information about local behavioral health resources. The Crisis Line is a valuable resource to county residents, clients we are working with as well as their family and friends in the event of a mental health crisis. Law enforcement agencies also utilize the Crisis Line when responding to situations in the field to get more information about services and intervention options and to immediately connect an individual to a supportive ear.

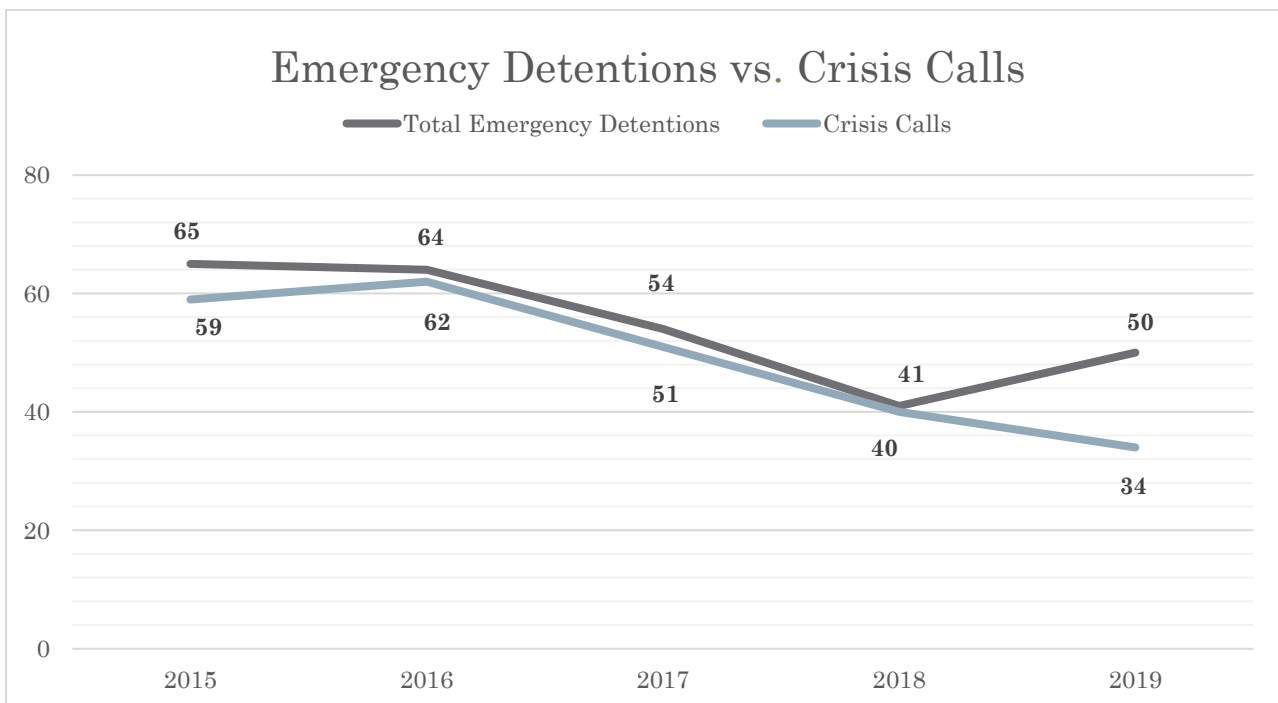
In 2019, the Crisis Line received a total of 50 calls which is an increase of 25% over the previous year. It is interesting to note that the second half of 2019 had almost twice as many calls as the first part of the year. The Crisis Line is promoted by actively distributing the number and urging its use as after-hours support with current clients. The number is also posted on the County's website as well as in printed materials created by DHS. Local clinics are routinely provided the number to pass on to patients and the inpatient behavioral health unit at MMC provides the County's crisis line number to all patients being discharged.







\* The numbers in this chart are duplicative. An emergency detention for a single consumer may appear in more than one category (e.g. both Juvenile and MH, etc.)



\*Previous year's numbers changed to reflect an unduplicated number of consumers who were emergency detained, rather than the duplicated count in the chart above.

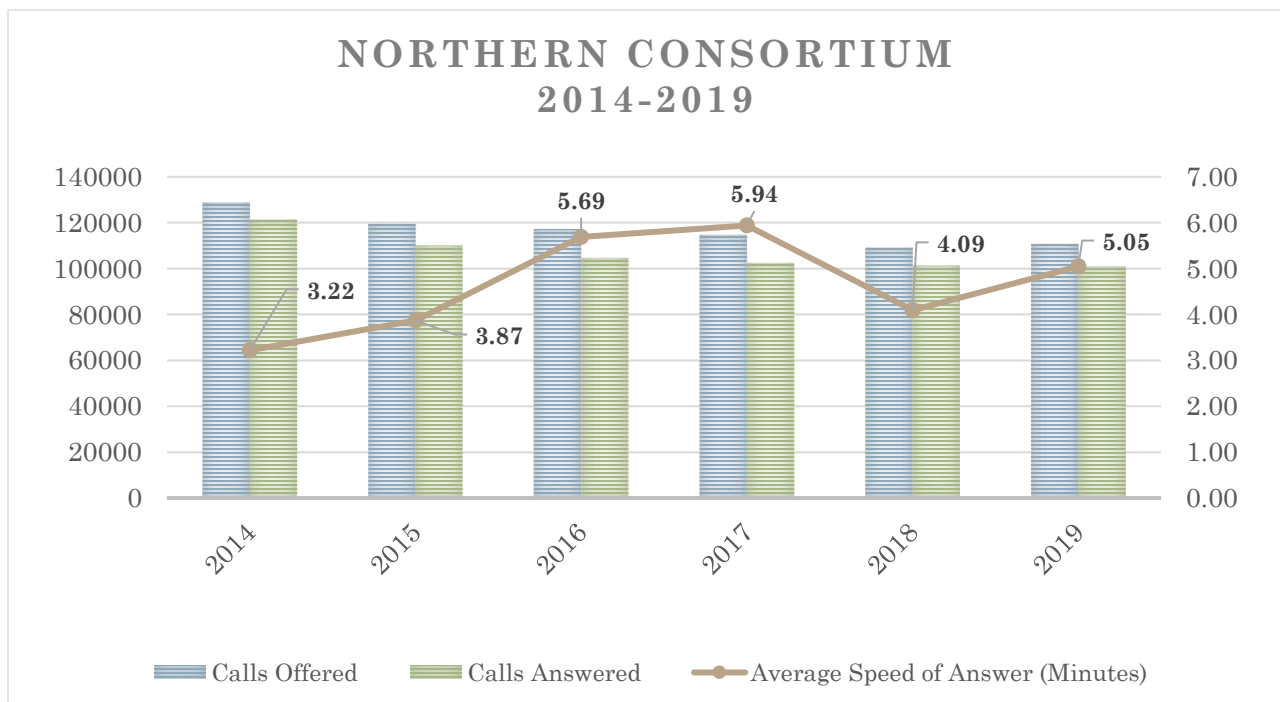
## ECONOMIC SUPPORT

Jeanine Spuhler, Manager

### Performance Indicators for 2019:

Bayfield County is committed to providing the best possible service to all customers. Bayfield County is a member of the Northern IM Consortium (NIMC). NIMC is a partnership of twelve counties including Ashland, Bayfield, Florence, Forest, Iron, Lincoln, Price, Rusk, Sawyer, Taylor, Vilas and Wood. Together the consortium delivers public assistance benefits to over 30,000 low-income households. Economic Support remains committed to providing the best possible customer service. The primary method used to interact with customers is through the NIMC regional call center.

In 2019 the Northern IM Consortium Call Center answered over 100,000 phone calls. The goal of Economic Support is to provide the best possible customer service in a timely and efficient way. The Northern Trends chart includes data that measures the efforts of our section the past several years to reach the goals established for customer service. In 2019 there was improvement in reducing the longest waiting call. The answer rate, average speed of answer, and average handle time increased slightly compared to 2018. The consortium expects to see improvement in these elements as newly hired workers become more efficient and experienced.



# BAYFIELD COUNTY DEPARTMENT OF HUMAN SERVICES

AS OF 12/31/2019

**Elizabeth Skulan**  
Director

**Cheryl Hanson**  
Family Services Manager

**Mary Anich**  
Social Worker

**Marne Belanger**  
Social Worker Aide

**Melissa Huempfer**  
Social Worker

**Kelly Fitzgerald**  
Social Worker

**Richard Kamm**  
Social Worker

**Rebecca Kruit**  
Social Worker

**Susan Miller**  
Social Worker

**Stacy Schmidt**  
Social Worker

**Laura Westerlund**  
Family Specialist

**Nikki Revak**  
Support Staff Manager

**Sarah Copp**  
Clerk

**Nina Bucher**  
.74 FTE Clerk

**Jane Cook**  
Clerk

**Heather Gilbertson**  
Clerk

**Sarah Traaholt**  
Clerk

**Kathy Wolfram-Moran**  
Accounting Technician

**Carrie Linder**  
Aging & Disability Manager

**Lorraine Benson**  
Van Driver

**Karen Bodin**  
Social Worker Aide

**Jacqui Grimm**  
Social Worker

**Kelly Kiggins**  
Van Driver

**Sheila Mack**  
Elderly Benefit Spec.

**Ann Marie Mackin**  
Aging Services Spec.

**Jaime Mackin**  
Disability Benefit Spec.

**Kristin Opperman**  
Youth Services Coord.

**JoAnn Paraventi**  
Social Worker

**Laurie Perkins, Beverly Lowery &  
Laurie Gucinski**  
Meal Site Coordinators

**Jeanine Spuhler**  
Economic Support Manager

**Audra Austin**  
Economic Support Spec.

**Danielle Colby**  
Economic Support Spec.

**Mary Hamel**  
Economic Support Spec.

**Rosie Kozeneski**  
Economic Support Spec.

**Candace Kraft**  
Economic Support Spec.

**Jessica Soulier**  
Economic Support Spec.

## HUMAN SERVICES PROGRAM SECTIONS

AGING/DISABILITY SERVICES	FAMILY SERVICES	ECONOMIC SUPPORT SERVICES
*Adult Family Home Certifications	*Case Management Services for Children and Families (Voluntary and Court Ordered)	*Caretaker Supplement (CTS)
*Advocacy and Outreach	*Child Abuse/Neglect and Child Welfare Assessments	*FoodShare (FS)
Alzheimer Services and Support	Child Crisis/Respite Day Care	*Front-end Verification and Fraud Program
*Birth-to-Three Program	*Child Day Care Provider Certification	Interim Assistance
*Children's Long-Term Services	*Child Protective Services- on call 24/7	Information and Referrals
Disability Benefit Specialist	*Community Support Program	Judicare Referrals
*Elder Abuse/Adult Protective Services	Comprehensive Community Services	Keep Wisconsin Warm Fund (KWWF)
Elder Benefit Specialist	*Custody and Step-Parent Adoption Studies	*Medicaid/BadgerCare Plus
Emergency Referrals	*Emergency Detention – AODA and MH	*Wisconsin Home Energy Assistance Program (WHEAP)
Family Caregiver Support	*Foster Home Licensing	*WI Shares (Child Care Subsidy Program)
*Children's Community Options Program	*Independent Living	
Functional Eligibility Determination for Long Term Care Services	*Information and Referral	
Health Promotion & Prevention Activities	In-Home Family Services	
Home Delivered Meals	Jail Inmate Case Management	
*Information and Assistance	*Juvenile Court Intake	
Long-term Care Options and Enrollment Counseling	*Kinship Care Program	

Senior Dining		
Short-Term Case Management	*Mental Health/AODA Resource Information and Assistance	
*Specialized Transportation Services	*Mental Health Functional Eligibility	
*Supportive Home Care and Chore Services	*Out of home Placements Treatment – AODA and Mental Health	
	*Court Ordered Treatment – AODA & MH	

**\*Mandated Services**

## SUMMARY

The Bayfield County Department of Human Services (DHS) is focused on providing services to vulnerable residents of Bayfield County. The populations served include seniors; low income households; the abused and/or neglected; individuals with mental illness, disabilities, or addiction. To fulfill its mission "*To Protect and Improve the Quality of Life*", the Department and staff adapt every year to changes, internal and external. Here is a glimpse of 2019.

In late 2018, it became apparent there were significant issues with a vendor, New Horizons North, Inc. (NHN) of Ashland. By the end of February, despite multiple meetings with NHN staff and board members, Bayfield County was unable to negotiate a 2019 contract for the Community Support Program (CSP) and the Comprehensive Community Services (CCS) program. Since the program's inception, both have been completely administered by New Horizons North, Inc. CSP and CCS are both voluntary, recovery oriented programs that provide valuable community-based services. CSP provides intensive support to individuals with chronic and persistent mental illness. The CCS program affords a wide variety of services to individuals with mental health and/or addiction issues.

On February 1, 2019, NHN provided a 30-day notice of discontinuation of services. The notice was followed by a meeting between Ashland and Bayfield Counties and the NHN Board of Directors. The discontinuation notice was rescinded shortly after the meeting.

Lacking confidence that NHN was going to be able to continue to provide services, the Department began to look for other potential providers. On March 18, 2019, the Department transitioned the CSP program to Northland Counseling, Inc. of Washburn.

In April 2019, the Department again received a 30-day discontinuation of service notice from New Horizons North, Inc. The notice indicated that as of May 1, 2019, NHN would no longer provide CCS services. Further, the organization was quickly laying off staff and noticed the Department of their intention to file for bankruptcy and close their doors.

This was a blow to the area, the organization's staff, CCS participants, and the Department. New Horizons North, Inc. was a non-profit entity that had provided services to developmentally disabled, cognitively challenged, and mentally ill individuals in Ashland and Bayfield Counties for over fifty years.

An annual contract of approximately \$1,000,000 was issued for the CCS program. With the closing of New Horizons North, Inc., no other local vendor able to or interested in administering the entire program. This left the Department scrambling to try to find a way to continue to retain the program and provide services to CCS participants.

Since NHN was also a provider to Ashland Health and Human Services Department (AHHSD) for the CCS program, the Department partnered with AHHSD to quickly develop a regional,

county administered program. Shared regional administration staff was hired by Ashland County. Local staff was hired in Bayfield County for psychotherapy and service facilitation. The broader service array to be provided in the community was contracted out to local providers of service.

The transition was difficult. Several complaints were lodged by CCS participants regarding: the decision to close New Horizons North, Inc.; the loss of relationships with direct service providers; the hiring of former NHN staff as county employees; the poor transition of staff and services; etc. Much of 2019 was spent on: developing the program to be administered by the counties; addressing identified program deficiencies; and investing efforts on increasing the quality of the program. One of the many complaints filed during this time resulted in a surprise on site investigation by the Wisconsin Department of Health Services, Division of Quality Assurance in December 2019. Unfortunately, during the investigation, the Department was unable to produce the required file documentation from February 2019. As a result, the Department was found non-compliant with program rules and cited. There were no negative financial repercussions. However, by the beginning of 2020, the Department was under a corrective action plan with the state of Wisconsin Department of Health Services for the CCS program. Goals for 2020 for CCS include: continuing to invest time and resources to improve the program; increase CCS staff and providers; increase the quality of services provided; increase the number of individuals serviced by the program. There are a great number of Bayfield County residents who need CCS services if the Department can continue to provide them.

A new coordinator was contracted to direct the Aging and Disability Resource Center of the North (ADRC-N) early in the year. Unfortunately, the work was not a good fit for the individual and notice was issued mid-year. Ashland County will contract to provide the director beginning in 2020, but the Department filled many of the gaps until a new director was on board. Fortunately, Ashland County allowed the staff transitioning into the Director position to spend a limited time assisting in the administration of the ADRC-N in the last quarter of 2019.

Due to financial issues with the 2019 regional budget, the Aging and Disability Resource Center of the North (ADRC-N) petitioned the state for additional funding. The ADRC-N was provided with approximately \$100,000 one-time funding. Of that allocation, \$40,000 was directly allocated to Iron County for local operations and the balance was directed to regional operations per the state directive. The state indicated they would continue to pay the annual software fees past 2019 and until they are able to facilitate a data dump and ADRC-N can transition to using the state's database. The state also indicated there will be one time monies available to ADRC's in 2020 to assist in operations for next year. In 2021, the state plans to implement a statewide "reinvestment" that will reallocate funding statewide and should positively affect the ADRC-N's budgets into the future.

As a result of the anticipated turnover of local fiscal staff due to retirement in early 2021, the Department provided a one-year notice to the ADRC-N counties. Bayfield County will not act as the fiscal agent after 2020. Another county or contractor must be located in 2020 and the Department will transition the fiscal reporting responsibilities to the new entity.

As in previous years, Human Services was challenged with personnel shortages and turnover in 2019. Most sections of the Department experienced some turnover due to staff retirements and resignations. Recruitment was difficult in 2019. Competition for qualified workers was fierce as the need for workers outweighed the availability of qualified applicants. The Department continued to struggle to recruit and retain qualified workers throughout the year.

At the end of 2019, a vacancy for a Social Worker in Family Services open since May 2019, was still left vacant. Workforces shortage, unfavorable wage and/or benefit package comparatives, combined with statewide and nationwide shortages of social workers made it difficult to hire for this position. It is hoped that Bayfield County's anticipated transition to the state's health insurance program in 2020 will make a positive effect on the Department's ability to attract a skilled workforce in the future.

Looking forward to 2020, it is apparent delivering Human Services will be particularly challenging in the coming year. The DHS Annual Report for 2019 is being issued later than ever due to increased workloads and competing priorities resulting from the pandemic and COVID19. The Department is facing a new set of unique challenges as a result of the pandemic. The coronavirus is affecting every part of work in the field of human services in 2020. However, providing quality services to the residents of Bayfield County is the priority for the Department and its staff. Every effort will be made to ensure the individuals and families of Bayfield County can continue to get the assistance they deserve and need.

***In closing, I would like to thank the Department of Human Services staff. They are Bayfield County and the Department's greatest asset. The staff works hard to ensure that Human Services are available to Bayfield County residents who need them. They empower clients to improve the quality of their lives while treating them with the dignity, respect, and kindness they deserve - no matter the circumstances that bring them to our door.***

***It is both an honor and a privilege to work with such dedicated, professional, talented and caring staff.***

***Thank you.***

***Elizabeth Skulan***

Director